UNIVERSITY OF MUMBAI

Restructured & Revised Syllabus under

Credit based Semester and Grading System

for

Master of Management Studies (MMS)
Semester I & II

2 Years full-time Masters Degree Course
in Management

(Effective from the academic year 2016 – 2017)

Title

Name of the Programme: - MASTER OF MANAGEMENT STUDIES (MMS)

Nature of the Programme: - MMS (Master of Management Studies) is a 2 year Full time Master's Degree course of University of Mumbai.

Eligibility Criteria

as per the directives of Directorate of Technical Education, Government of Maharashtra

Preamble

We see a kind of Education inflation in India. This means that a particular qualification which served a purpose at one time or is supposed to fulfill is no longer perceived to be enough in today's times. It requires an additional degree or certification to become truly employable. Hence, it becomes important to bring relevance and constant innovation in curriculum, pedagogy, emphasis on 'learning by doing' so as to make students future ready and employable. MMS kind of programmes have to take into account this reality. It needs to metamorphose into an Application oriented programme.

Secondly, let us refer to a section of young people and particularly those who have reached at the higher education level. They have access to much more information than their previous generations. Free content through the internet, open source knowledge, new media platforms has led to higher level of exposure for the youth. Hence the MMS classroom can no longer be a place just for knowledge dissemination. It needs to help the youth to go into the depth of matters, make meaning out of available information, learn problem solving in whichever domains they are inclined to and yet be holistic in their thinking due to the interconnections and interdependencies in the world. One must also be mindful that independent decision making must be encouraged for students at the Post graduate level. This means that students at this stage must chart their professional career while being lifelong learners. This process begins during the programme itself and hence the MMS now needs to offer a plethora of optional subjects which are chosen by the students as per their own abilities and aspirations. This will help them to sharpen their focus early on.

Thirdly, in India low cost innovation, offerings for different demographics, emerging markets in rural / tier 2 or 3 towns / urban lower classes are changing the business landscape. Management education has to gear up to nurture people to create new opportunities in this situation.

Another point of relevance is that professional management is now required in other arenas too like social entrepreneurship, public governance and in running voluntary organisations. This renders the scope of the MMS to be more broad-based now.

Along with employability, entrepreneurship must be a thrust area for management graduates. The MMS programme must thus prepare potential entrepreneurs to base their ventures on solid offerings for sustained greatness. They also need to be warned and shielded from the temptations of riding on a perceived wave.

The future of management and business can be sustained only if business is carried out in an ethical and responsible way. Sustainable development is no longer a choice but the only way of taking mankind forward. Sustainable development is not an isolated subject. It needs to be the underlying theme in every domain and practice.

Disciplines are merging in the new economy. Changing values, beliefs, attitudes are causing a new social order. All this impacts industry and redefines industry. The MMS programme needs to help people to navigate through this reality.

The restructured and revised curriculum for MMS is developed considering the current industry needs in terms of skill sets demanded under new business environment. It also endeavours to align the programme structure and course curriculum with student aspirations and corporate expectations.

Need for Revision and Restructure of MMS Curriculum

Revision is a learning process. As Donald Norman points out in Things That Make Us Smart, Human intelligence is highly flexible and adaptive, superb at inventing procedures and objects that overcome its own limits. The real powers come from devising external aids that enhance cognitive abilities. To serve our students with developmental needs, a review of the developmental curriculum and institutional structure were needed in order to determine whether the developmental areas reflect recognized best practices. The developmental areas are defined as courses or services provided for the purpose of helping underprepared college students attain their academic goals.

The Current Scenario

1. Changing global facets of businesses and economies
2. Dynamism in industry practices and evolution of technology
3. Emergence of new businesses and business practices
4. Thrust on Application oriented and experiential learning
5. Expectations of Key stakeholders viz. Students, Industry and Academicians

This has led to

Gaps in Current Curriculum

1. Lack of specialized in – depth knowledge in a specific domain.
2. Lack of thrust on current management practices.
3. Absence of cross-functional skills and holistic thinking.
4. The challenge is to become a place, where leadership is promoted and nurtured with a long-term vision.
5. B-schools must be creative and introduce innovative courses for the overall development of the students.

Objectives for New Curriculum

The MMS programme prepares a student for a career in diverse sectors nationally as well as globally. The MMS programme facilitates absorption & application of knowledge in theory and practice across multiple functional areas of management and enables students to adopt an integrated approach towards real life situations and circumstances.

The Objectives of New Curriculum are

1. To thrive in complex reality and to acquire a systemic understanding of what organizations are, how they work and how they can interact effectively with their commercial, social and physical environment
2. To nurture and develop higher consciousness, cognitive flexibility by developing a strong base to build professional career and to channel that knowledge into a targeted career direction
3. To Change mindset of the Learner and to develop well trained leaders and managers who are responsible citizens.
4. Incorporate some flexibility for institutes to teach new and contemporary curriculum for greater employability of their students.
5. Make the course attractive for large number of students to specialize in the existing domains and other attractive new domains like education management, corporate law and consultancy streams.
6. Institutions should also inculcate multitasking abilities amongst students, learning foreign languages and advanced IT knowledge so that they can perform better in the chosen field nationally and internationally
7. Providing more flexibility to individual Institutes for introducing courses/electives.

The goal is aimed at to imbibe and enhance the following skill sets

1. Exposure to Global practices
2. Application of technology and enhancement of technological skills
3. Peer based learning and team work
4. Experiential Learning (Learning by Action and Application)
5. Team building basics and its orientation

With the breadth and depth of our **core** and **electives**, students can take a multi-disciplinary approach or delve deeply into a single area.

Highlights of the New Curriculum

1) additional choices in electives from 1st semester
2) Providing the much needed flexibility to individual Institutes to carve a niche for themselves
3) Reduction in the number of subjects in all semesters to enable students to delve deep into the domain specialization subjects and utilize the time for employment oriented training for their employability.
4) Commencement of Specializations from 3rd Semester.
5) Augmentation in the number of electives starting from 2nd semester to provide greater flexibility and choice from the career perspective.

Structure of the Revised MMS Curriculum

The courses under the revised structure and curriculum fall under two categories of **Core** (common for all specializations), and **Electives** (choice for students within specializations) leading towards super specialization. The electives component will provide flexibility and allow the institutes to provide some initiatives in new courses, coaching and mentoring process to nurture professional competencies. List of elective courses allows flexibility for institutes to teach courses keeping in mind industry needs and student's profile so as to enable them to position themselves based on their areas of expertise.

The essence of this structure is to encourage students to "**think like a mountain"**, starting with a broad canvas to assimilate knowledge from all facets of management and meticulously move towards acquisition and practice of excellence in a specific and desired domain of expertise.

Learning Pedagogy

1. Foundation Course is the cornerstone of the MMS program. It is offered before the commencement of MMS programme to acquaint with the basics of the course.
2. The first semester is the foothill, where the odyssey begins. A common base of knowledge essential for all management professionals. The first semester shall be consisting of 8 subjects - 5 (five) core and 3 (three) elective from the bunch of 10 subjects.
3) Having cleared the foothills, students in the second semester endeavour to attain further skill sets through an integrated frame work, which guides them towards their desired field through subtle introduction of relevant subjects. The second semester would consist of eight subjects of which 5 subjects would be core subjects and 3 subjects would be electives from the bunch of 10 subjects.

Teaching Pedagogy

Teachers are expected to impart knowledge along-with traditional teaching through new and innovative pedagogical approaches.

Some of these techniques are: -

Reading, Group Discussions, Lectures, Role plays, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Quizzes, Tests, Live Projects, Case Studies, Presentations, Simulations, Industrial Visits, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.

UNIVERSITY OF MUMBAI , MUMBAI

Masters in Management Studies - Semester I (CBGS)

with effect from Academic Year 2016-17

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Perspective Management	27	2	40 IA	60 IA	100	3hr	4
2	Financial Accounting	27	2	40 IA	60 IA	100	3hr	4
3	Business Statistics	27	2	40 IA	60 IA	100	3hr	4
4	Operations Management	27	2	40 IA	60 IA	100	3hr	4
5	Managerial Economics	27	2	40 IA	60 IA	100	3hr	4

3 ELECTIVES OUT OF 10								
1	Effective and Management Communication	27	2	40 IA	60 IA	100	3hr	4
2	Business Ethics	27	2	40 IA	60 IA	100	3hr	4
3	Ecommerce	27	2	40 IA	60 IA	100	3hr	4
4	Organizational Behaviour	27	2	40 IA	60 IA	100	3hr	4
5	Introduction to Creativity and Innovation Management	27	2	40 IA	60 IA	100	3hr	4
6	Foreign Language (Other than English)	27	2	40 IA	60 IA	100	3hr	4
7	Negotiation and Selling Skills	27	2	40 IA	60 IA	100	3hr	4
8	IT Skills for Management and Technology Platform	27	2	40 IA	60 IA	100	3hr	4
9	Information Technology for Management	27	2	40 IA	60 IA	100	3hr	4
10	Personal Grooming / Personal Effectiveness	27	2	40 IA	60 IA	100	3hr	4
							Total No of Credits	**32**

UA: University Assessment **IA: Internal Assessment**

Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester I

Sr. No.	Core	Sr. No.	Electives (Any 3)
1	Perspective Management	1	Effective and Management Communication
2	Financial Accounting	2	Business Ethics
3	Business Statistics	3	Ecommerce
4	Operations Management	4	Organizational Behaviour
5	Managerial Economics	5	Introduction to Creativity and Innovation Management
		6	Foreign Language (Other than English)
		7	Negotiation and Selling Skills
		8	IT Skills for Management and Technology Platform
		9	Information Technology for Management
		10	Personal Grooming / Personal Effectiveness

Note:

1 All subjects / papers for Semester I will be internally assessed by the institute. The Criteria for the same is given below

a) Attendance and Class Room Participation 10 Marks

b) Minimum 3 criteria to be picked up from the below given list

- Mid term Test (Min 1)
- Group Presentations
- Role Plays
- Case Studies
- Assignments
- Projects
- Quizes

2 Institute will have the discretion to select minimum 3 (three) subjects or more from given list of 10 subjects. Total 32 credits has to be obtained.

3 Any new elective proposed to be introduced by the Institute, apart from electives listed in the new syllabus, need to take prior approval from Board of Management Studies of the University in writing outlining the details of the course with learning objectives, learning outcomes, detailed syllabus, teaching learning plan and course evaluation procedures atelast 6 months in advance before the commencement of the semester.

PROGRAM : MMS

Semester	**:**	**I - Core**			
Title of the Subject / course	**:**	**Perspective Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To explain the relationships between organizational mission, goals, and objectives
2	To comprehend the significance and necessity of managing stakeholders
3	To conceptualize how internal and external environment shape organizations and their responses
4	To develop critical thinking skills in identifying ethical, global, and diversity issues in planning, organizing, controlling and leading functions of management
5	To Understand organizational design and structural issues
6	To understand that citizenship involves taking conscious steps for societal advancement at individual level and organizational level

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Fundamentals for personal and organisational success Fundamentals of personal leadership	Lecture, interaction, discussion.Examining success stories through videos of industry pioneers followed by discussion	The student will be able to look at multiple perspectives that impact business and life.
2	Management: Science, Theory and Practice – The Evolution of Management Functions of Management Nature and purpose of Planning Objectives, Strategies, Policies and Planning Premises – Decision making – Global Planning	Self-study, Discussion, Quiz	To demonstrate empirical understanding of various organizational processes and behaviors and the theories associated with them
3	Managing your career and understanding organisational dynamics: - Leadership functions and corresponding skills required - Choosing the right positions	Discussion	The student will be able to demonstrate leadership behaviours which will be three pronged: leading self, leading others and leading for change and impact.

Sr. No.	Content	Activity	Learning outcomes
	- Special dilemmas of early career - Landing stretch assignments - Building a network of relationships - Challenges faced by the minority - Developing ethical judgment - Assessing your career		
4	Managing in adversities / Management of crisis	Case Study	The Student will explore different approaches and their consequences during crisis management
5	Social Responsibility, Ethics and Sustainable Development	Discussion, Case study, Group work, Movie, Student Presentation, Debate on MBA Oath	To understand the role of managers and citizens in society
6	Mind control and spiritual Quotient	Literature Reading, Discussion	The Student will learn ways of staying positive and having a healthy mind
7	Role and Responsibilities of a Manager, Effective and Ineffective Managerial styles	Caselets, role plays and discussions	To understand the roles and functions of managers at various (entry, middle and the top) levels
8	Difference between management and leadership, Understanding Level 5 Leadership	Literature reading and Discussion	The student will understand the behavior, skills and mindset of a manager and of a leader.
9	Strategic Management – Definition, classes of decisions, levels of decision, Strategy, Role of different Strategists, Relevance of Strategic Management and its benefits, Strategic Management in India	Discussion, Student Presentations, Case study	The Student will understand various concepts and examples related to Strategic Management
10	Change Management	Discussion, Movies, Case study	The Student will learn about the various steps to be followed to bring about change
11	Total Quality Management	Discussion, Quiz	The Student will understand the concepts and examples of TQM

Text books

1	Principles and Practices of Management by DrKiranNerkar and Dr Vilas Chopde
2	Principles of Management – Davar
3	Essentials of Management – Koontz &Weihrich
4	Strategic Management – V S P Rao& V Hari Krishna

Reference books

1	The Leader Within – DreaZigarmi, Michael O'Connor, Ken Blenchard, Carl Edeburn
2	The Action-Centred Leadership – John Adair
3	Good to Great – Jim Collins
4	Leadership – Rudolph Guliani
5	The Mind and its Control – Swami Budhananda
6	Management – a competency building approach – HeilReigel / Jackson/ Slocum

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**I - Core**			
Title of the Subject / course	**:**	**Financial Accounting**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objective

1	To understand the basic concepts and fundamentals used in financial accounting.
2	To learn all the intricacies of corporate financial statements.

Prerequisites if any	
Connections with Subjects in the current or Future courses	This subject will provide basic knowledge of accounting which will be useful and required for the subjects in the area of finance in the upcoming terms

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to Accounting Meaning and necessity of accounting Accounting cycle An overview of Financial Statements – Income Statement and Balance Sheet	Lecture and discussion	Clarity and understanding of the basic concepts of accounting and financial statements
2	Introduction and meaning of GAAP, IFRS and Ind AS Important Accounting Standards Concepts used in accounting Concepts related to Income Statement and Balance Sheet Accounting Equation and its relation to accounting mechanics	Theoretical discussion and explanation	Ability to apply the principles and concepts of accounting in preparing the financial statements
3	Accounting mechanics and process leading to preparation of Trial Balance and Financial Statements	Theoretical discussion and exercises	Ability to execute the accounting process- Recording- Classifying and Summarizing. Understanding the use of accounting software
4	Preparation of Financial Statements with Adjustment - 'T' form and vertical form of financial statements Detailed discussion and understanding of various items in Schedule III Preparation of Corporate Financial Statements and Notes to Accounts	Theoretical discussion and problem solving	Detailed and in depth understanding of all the items in the corporate financial statements
5	Revenue recognition and measurement Capital and revenue items Treatment of R & D expenses Preproduction cost Deferred revenue expenditure etc.	Theoretical discussion and exercises	Understanding the principles of revenue recognition and ability to distinguish between revenue and capital income and expenditure and their treatment in corporate financial statements
Sr.	**Content**	**Activity**	**Learning outcomes**

No.			
6	Fixed Assets and Depreciation Accounting	Theoretical discussion and problem solving	Understanding different methods of depreciation and their impact on profitability and asset valuation
7	Evaluation and accounting of Inventory	Theoretical discussion and problem solving	Understanding the concepts of inventory valuation and their effect on profit and cost of goods sold.
8	Fund Flow Statement Cash Flow Statement	Problems and exercises with theoretical discussion	Ability to prepare a statement of changes in financial position with respect to working capital and cash flow.
9	Corporate Financial Reporting – Reading of Annual Report, Presentation and analysis of audit reports and directors report. (Students should be exposed to reading of Annual Reports of companies both detailed and summarized version)	Assignment discussion	Ability to read Annual Reports, Presentation and analysis of audit reports and directors' report
10	Basics of Cost Accounting	Theoretical discussion	Understanding basic cost concepts and ability to prepare a simple cost sheet
11	Ethical Issues in accounting	Theoretical discussion	Understanding the difference between errors and frauds; creative accounting and the Corporate Governance Report.

Text Books

1	Financial Accounting for Management – Dinesh D Harsolekar
2	Financial Accounting –Text and Cases – Dearden and Bhattacharyya
3	Accounting- Text and Cases – Robert Anthony, david Hawkins and Kenneth Merchant

Reference Books

1	Financial Accounting - Reporting & Analysis – Stice and Diamond
2	Full Text of Indian Accounting standard – Taxmann Publication
3	Financial Accounting for Managers – T.P. Ghosh
4	Financial Accounting – R. Narayanaswamy

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**I - Core**			
Title of the Subject / course	**:**	**Business Statistics**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objectives

1	To know statistical techniques
2	To understand different statistical tools
3	To understand importance of decision support provided by analysis techniques
4	To appreciate and apply it in business situations using caselets, modeling, cases and projects
5	To understand Managerial applications of Statistics

Prerequisites if any	Basic Mathematics
Connections with Subjects in the current or Future courses	Operations Research, Economics, Research Methodology, Quantitative Techniques, Project Management, Financial Management, production and operations management,

Module

Sr. No.	**Content**	**Activity**	**Learning outcomes**
1	Revision of Data Representation, Central Tendency and Dispersion Kurtosis and Skewness	Problem solving, cases demonstrating typical uses of mean, mode median, Use of Microsoft Excel, available software	Learner will be able to apply these basic concepts in business situations, Analyse charts graphs to analyse business situations
2	Probability- Axioms, Addition and Multiplication rule, Types of probability, Independence of events, probability tree, Bayes' Theorem	Solving problems and Caselets, Writing short cases	Understand the uncertainty in business situations as probability
3	Concept of Random variable, Probability distribution, Expected value and variance of random variable, conditional expectation, Classical News Paper boys problem(EMV, EVPI)	Problem solving , Creating decision tree, cases	Understand decision under risk, use of conditional expectation as basis for comparison
4	Probability distributions Binomial, Poisson, Normal	Problem solving, Microsoft excel, cases	Use of distributions in Quality control, Six sigma and process control
5	Sampling distribution	Problem solving, Microsoft excel	Importance of Central limit theorem
6	Estimation- Point estimation , Interval estimation	Problem solving, Microsoft Excel	Understand Confidence interval as way of hypothesis testing
7	Hypothesis testing- students t, Chi square, Z	Problem solving, Microsoft excel, cases	Use in research

Sr. No.	Content	Activity	Learning outcomes
8	Analysis of variance- one way, two way	Problem solving, Microsoft excel, cases	Use in research
9	Correlation and regression Analysis and significance	Problem solving, Microsoft excel, cases	Understand Model building

Text books

1	Statistics for Management	Richard Levin , David Rubin, Prentice Hall of India
2	Statistics for Managers	Levine, Stephen, Krihbiel, Berenson, Pearson Education
3	Complete Business Statistics	Aczel Sounderpandian, Tata McGraw Hill

Reference books

1	Statistics for Business and Economics	Newbold, Carlson, Thorne, Pearson Education
2	Statistics for Business and Economics	Anderson, Sweeney, Williams, Cengage Learning
3	Data Analysis and Decision Making	Albright, Winston, Zappe, Thomson

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**I - Core**			
Title of the Subject / course	**:**	**Operations Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objectives

1	To expose a student of Management to operations principles.
2	To understand basic operating principles in product and service industry
3	To be able to apply different analytical techniques of operations Management in different industry sectors like hotel, hospital, mall, BPO, Airlines, manufacturing, consulting etc.

Prerequisites if any	Exposure to MS-excel
Connections with Subjects in the current or Future courses	Manufacturing Resources planning and control, Quantitative models in Operations, Operations analytics, Operations applications and cases

Module

Sr. No	Content	Activity	Learning outcomes
1	Introduction to Operations Management, applications in product and service industry, use of competitive advantage	Lecture, examples	Understand the basic concepts and learn how to apply the same.
2	Process analysis in Industry	Lectures, cases	Understand the physical processes
3	Facility location	Lecture, examples	Understand characteristics of equipment, machines and workflow
4	Facility layout	Lecture, examples	Understand characteristics of equipment, machines and workflow
5	Inventory Management, EOQ,ABC analysis, Discount policy	Lecture, examples, cases	Understand how, when, what and how much to order, stock and cost implications
6	Capacity and introduction to aggregate planning, PPC	Lecture, examples, cases	Understand capacity utilization, overall production planning and control
7	Basics of MRP	Lecture, examples, cases	Understand concept of dependency
8	Sequencing techniques	Lecture, examples,	Understand and implement optimal ordering of jobs
9	Introduction to Service Operation management	lecture, examples, cases	Understand application of operation to services
10	Work study and method study	lecture, examples	Understand measurement of time management
11	QC and SQC	lecture, examples	Understand quality and control methods, understand sources of variation and identify them on charts, process improvement

Sr. No	Content	Activity	Learning outcomes
12	ISO systems, Value engineering and analysis	lecture	Understand global standards, cost reduction
13	Introduction to supply chain management	Lecture	Understand basic concept of supply chain
Cases and presentation			

Text books

1 Theory & Problems in Production & Operations Management- S N Chary, Tata McGraw Hill
2 Production & Operations Management -Kanishka Bedi , Oxford University Press

Reference books

1 Production and Operations Management-S N Chary, Tata McGraw Hill
2 Production and Operations Management- Chunawalla & Patel, Himalaya Publishing
3 Operations Management for competitive advantage-Chase & Jacob, McGraw-Hill/Irwin

Assessment

Internal	40%
Semester end	60%

PROGRAMME : MMS

Semester	**:**	**I - Core**			
Title of the Subject / course	**:**	**Managerial Economics**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To enable the students to understand both the theory and practice of Managerial Economics,
2	To ensure that the students are in a position to appreciate the finer nuances of the subject.
3	To help the students in applying the knowledge so acquired in policy planning and managerial decision making.

Prerequisites if any	Nil
Connections with Subjects in the current or Future courses	1) This would be a pre-requisite to the second semester paper on Business Environment, which mainly deals with macroeconomic issues, and, 2) Both Managerial Economics and Business Environment papers also constitute the base for studying Strategic Management, which is a University paper in the third semester.

Module

Sr. No	Content	Activity	Learning outcomes
1	Introduction to Managerial Economics: The meaning, scope and methods of Managerial Economics, Dominic Salvatore model of application of Economics to business decision making. Scarcity, choice & production possibility curve.	Lecture& case study	The students should be able to decipher, analyse and apply the theory and practice of Managerial Economics
2	Consumer Behavior- I: Demand, types of demand, factors affecting demand & demand function. Making of linear demand function & linear demand curve. Law of demand. Consumer's surplus	Lecture& case study	Students develop an understanding of a businessman need to locate various factors affecting demand of his product and plan marketing & business strategies accordingly. Students develop an understanding of the practical application of law of demand.
3	Consumer behavior – II: Concept of elasticity of demand and its significance for a businessman. Types of	Lecture& case study	Students develop an understanding of the various concepts and its applications.

Sr. No	Content	Activity	Learning outcomes
	Elasticity – Price Elasticity of Demand, Income Elasticity of Demand, Cross elasticity of demand & Promotional Elasticity of Demand, Demand forecasting – features, significance & methods		
4	**Supply** – concept of supply, factors affecting supply& the law of supply Determination of equilibrium price :effects of changes in demand & supply on equilibrium price	Lecture & case studies	Students should understand the analytics of supply and demand and its various uses.
5	Production Function: Concept, Isoquant &Isocost analysis	Lecture and a case study	Student should get an holistic understanding of production economy.
6	Laws of returns to scale, economies & diseconomies of scale		
7	Revenue Analysis, Cost analysis and break even analysis	Lecture	Students will follow the relationship between costs, revenues, profits and losses
8	Types of markets: perfect competition, monopoly, oligopoly & monopolistic competition – features and price determination	Lectures & case study	Students will learn about the intricacies of the various market forms and their impact on the economy and business.
9	Types of markets: perfect competition, monopoly, oligopoly & monopolistic competition – features and price determination	Lectures & case study	Students will learn about the intricacies of the various market forms and their impact on the economy and business.
10	Pricing practices: Factors affecting pricing decision. Marginal cost pricing, mark up pricing, transfer pricing, product line pricing, price skimming and penetration price.	Lectures & cases	Awareness of students about various pricing practices.
11	• Profit management • Role of profits in a market economy • Nature and measurement of profit, profit policies • The hypothesis of profit maximization and it's alternatives	Lecture	Students learn about the role of profit in business.

Sr. No	Content	Activity	Learning outcomes
12	• Demand for capital • Supply of capital • Capital Rationing • Capital Budgeting, Net Present Value(NPV), Internal Rate of Return(IRR). • Appraising - the profitability of projects	Lecture	Students should realize the importance of the different methods of capital budgeting as a tool of project management.
13	Presentations by students		Students should realize the importance of the different methods of capital budgeting as a tool of project management.

Text books

1	Managerial Economics in a Global Economy by Dominick Salvatore
2	Managerial Economics by Suma Damodaran
3	Microeconomics for Business by Satya P Das

Reference books

1	Economics by Paul Samuelson and Richard Nordhaus : Indian Adaptation, 19th Edition
2	Managerial Economics by Milton Spencer and Louis Siegelman
3	Managerial Economics: Concepts and Cases by Mote, Paul and Gupta

Assessment

Internal	40
Semester end	60

PROGRAM : MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Effective and Management Communication**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	In all social behavior, communication is essential in building and maintaining human relationships.
2	In business, communication is essential for the smooth and efficient conduct of day-to-day transactions/activities.
3	In recent years the importance of communication has greatly increased as a result of the growing complexity of businesses, as also the impact of rapid industrialization, globalization and the advent of modern technologies.
4	English being globally the language of Management, those with good communication skills in English enjoy a distinct advantage in their work and careers.

Prerequisites if any	Decent working knowledge of the English language (including Grammar) is a must, keeping in mind that most business/management transactions in India and internationally are conducted in the English language.
Connections with Subjects in the current or Future courses	English is globally the most widely spoken language and it is the accepted language of the business world. It is the medium of instruction for this course, hence it impacts every subject and future courses.

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction and Theory of Communication: nature, function & scope; The 7 Cs of communication	2 sessions (3 hrs)	Historical background and the development of communication; Importance and role of communication in everyday life
2	The communication Process: classification , components and models of communication; Problems in communication (Filters)	2 sessions (3 hrs)	Mechanics behind the communication process, difficulties experienced in communication
3	Channels of communication: Formal v/s Informal, Upward, Downward, Horizontal, Grapevine; Barriers to communication.	2 sessions (3 hrs)	Different types of communication, impedance due to extraneous factors called "barriers"
4	Verbal and Non-verbal communication: Listening, Kinesics, Paralanguage, Proxemics	2 sessions (3 hrs)	Important non-verbal parameters in communication
5	Essentials of effective verbal communication: Voice modulation, Tone, Pitch,Knowledge and self confidence	2 sessions (3 hrs)	How to make your communication effective and attractive

Sr. No.	Content	Activity	Learning outcomes
6	Meetings: Types; purpose. Group Discussions: Do's and Don'ts; Committees: Types, Advantages and disadvantages, effectiveness.	2 sessions (3 hrs)	Communication in groups, guidelines to improve performance/effectiveness in group interactions
7	Public Speaking: Preparation, Attire, Posture and Delivery techniques	2 sessions (3 hrs)	How to become a convincing and forceful public speaker
8	Written communication: Business letters, Types, Essentials, Format, common errors. e-mail: format, language and courtesy, common errors.	2 sessions (3 hrs)	Ways to achieve impressive and meaningful written communication
9	Report Writing: Types of Reports, requirements, format	2 sessions (3 hrs)	Correct and effective Report-writing techniques
10	Communication and Culture: Intercultural sensitivities, Business etiquette when dealing with people from different nationalities.	4 sessions (6 hrs)	Understanding cultural diversity and Business etiquette with foreign clients
12	Impact of modern Technology on Business Communication: the paperless office, use of modern devices	2 sessions (3 hrs)	Methods of effective audio-visual communication
13	Cases, sample communications and exercises, audio-visual presentations	2 sessions (3 hrs)	Experiential learning through audio-visual means

Text books

1	Singh Nirmal, "Business Communication : Principles, Methods & Techniques," Deep & Deep Publications, Delhi.
2	Krishna Mohan & Meera Banerji, "Developing Communication Skills," MacMillan.
3	Murphy, Hildebrandt & Thomas, "Effective Business Communications," McGraw Hill.
4	Taylor & Chandra, "Communication for Business: A Practical Approach," Pearson
5	Mukherjee Hory Sankar, "Business Communication: Connecting at Work", Oxford University Press, 2013.

Reference books

1	Doctor & Doctor, "Business Communication," Sheth Publishers.
2	Raman & Singh, "Business Communication," Oxford University Press.
3	Madhukar R. K., "Business Communication," Vikas Publishing House
4	McKay, Davis and Fanning, "Communication Skills," B. Jain Publishers Pvt Ltd, New Delhi**.**

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Business Ethics**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To have an in-depth knowledge of the issues concerning Morals, Values, Ideologies and Ethics in personal, professional and business lives
2	To prepare the budding managers and entrepreneurs to develop themselves into better corporate citizens
3	To imbibe into students the importance of fair transactions, ethical conduct and conscientious decision making
4	To expect an Integrity-driven work place scenario from students
5	To ensure sustainability as a compulsive tool of driving Organisational Vision and Mission
6	To have a balance between the Theoretical and practical aspects of Ethics in general and Ethics in business in particular.

Prerequisites if any	A thorough understanding of the amalgam of Class Room and Work place driven learning of business studies.
Connections with Subjects in the current or Future courses	1. Perspective Management 2. Ethos in Indian Management 3. Corporate Social Responsibility 4. Organisational Behaviour

Module

Sr. No.	Content	Activity	Learning outcomes
1	**Ethics : Types, Characteristics** Need, Theories, Merits and Limitations. Moral disintegration in contemporary times and need for it to be controlled.	Discussion, Text Book, Electronic Presentations	Getting to know of the basis and basics of Ethics
2	**Role and Features of Business.** How Business and Ethics are to be conjoined used integrally to each other. Merits of using Ethics in Business.Chanakya and Gandhi philosophy.	Discussion, Text Book, Electronic Presentations	The compulsive connection between Business and Ethics. How does it help the Business.
3, 4 & 5	**Theory of Ethics.**Management of Ethics - Ethics analysis [Hosmer model]; Ethical dilemma; Ethics in practice - Ethics for managers; Role and function of Ethical managers- Comparative ethical behaviour of managers; Code of	Discussion, Text Book, Electronic Presentations	Strong knowledge of the theory and written material on Ethics, Integrity and Ideologies

Sr. No.	Content	Activity	Learning outcomes
	ethics; Competitiveness, organizational size, profitability and ethics; Cost of Ethics in Corporate ethics evaluation.		
6	**Business and Ecology** / Environmental issues in the Indian context and case studies. Green Judicial Activism, Green Tribunal , Economic & Environmental Sustainability	Discussion, Text Book, Electronic Presentations	Importance and respect for Ecological Environment. Green Legislations
7, 8	**Compliance and Legal Aspects of Ethics** General and Business Ethics in particular. Political and Legal Environment. Indian Constitution and Ethics, Indian Legal framework, Competition Law, Indian Culture and Values, Concept of Karma, Dharma and Good Conduct	Discussion, Text Book, Electronic Presentations, Seminar by Legal Experts / NGOs, Special Session by experts in Business and Law fields.	Knowledge and respect for Law and natural justice in business. Appreciating the role and importance of respecting the tenets of Natural Law in Business.
9, 10	**Environment of Ethics** Economic Environment. Economic Growth and Business. Relationship between Profitability and Ethics. Role of Chambers of Commerce & Industry in furthering the cause of Ethical aspects of Business. FICCI, CII, IMC etc. Ethics in International Scenario, Ethics and Globalisation, Etiquettes and International mores.	Discussion, Text Book, Electronic Presentations	Role of Government, Trade Bodies, Economy in Business Ethics.
11	**Corporate Governance and Ethics** Code of Conduct, Citizen's Charter, Employee Welfare, Labour Legislations and Privileges, Collective Bargaining, Fair Wage, Sexual Harassment at Workplace, Vishaka V State of Rajasthan guidelines, Future of Governance in Business.	Discussion, Text Book, Electronic Presentations	
12	Live Case Studies, Projects,		

Sr. No.	Content	Activity	Learning outcomes
& 13	Presentations, Submission by Students in Consultation with Industry and Academic Faculty mentors		

Reference books

1	S. A. Sherlekar, Ethics in Management, Himalaya Publishing House.
2	Chandrashekhar, Ethics
3	Chakraborty, Business Ethics

Text books

1	W. H Shaw, Business Ethics
2	Satheesh Kumar, Corporate Governance
3	Hosmer and Richard, The Ethics of Management

Assessment

Internal	40%
Semester end	60%

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Ecommerce**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives	
1	To understand the Introduction to Electronic Commerce: Meaning, nature and scope
2	To understand the Business to Consumer E-commerce Applications
3	To Understand Business to Business E-Commerce and applications
4	To analysis the Electronic Payment Systems and Order Fulfillment
5	To focus on the Security Issues in E-Commerce
6	To understanding the Management Challenges and Opportunities of E- Commerce:

Prerequisites if any	Basic understanding of E- Commerce
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Management Challenges and Opportunities of E-Commerce to the business

Module

Sr. No.	**Content**	**Activity**	**Learning outcomes**
1	Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e - commerce; Business applications of e -commerce; Global trading environment and adoption of e-commerce. Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitization; Remote servicing,procurement, and online marketing and advertising E-commerce ,resources and infrastructure planning	Lecture	1. To understand basic concepts of online business 2. To know insides of Ecommerce 3. To know how technology helps bridging gaps in business
2	Business to Consumer E-commerce Applications: Cataloging; Order planning and order generation; Cost estimation and pricing; Order	Lecture & cases	

Sr. No.	Content	Activity	Learning outcomes
	receipt and accounting; Order selection and prioritization: Order scheduling, fulfilling and delivery, Order billing and payment Management; Post sales services.		
3	Business to Business E-Commerce: Need and alternative models of B2B e - commerce; Using Public and private computer networks for B2B trading: EDI and paperless trading: characteristic features of EDI service arrangement; Internet based EDI; EDI architecture and standards; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing – Traditional web Promotion: Web counters; Web advertisements.	Lecture	
4	Electronic Payment Systems and Order Fulfillment: Types of payment systems - e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Operational, credit and legal risks of e - payment, Risk management options for e - payment systems; Order fulfillment for e –commerce.	Lecture and cases	
5	Security Issues in E-Commerce: Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption approach to e-commerce security. Salient provisions for Security and Privacy, ; Legal and Regulatory Environment for e-commerce, cyber laws in India and their limitations Taxation and e -commerce; Management of Risk: Introduction, Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm		

Sr. No.	Content	Activity	Learning outcomes
6	Management Challenges and Opportunities of E- Commerce: New Business Model, Required Changes in Business Processes, Channel Conflicts, Ethical issues in e –commerce.		
7	Case Studies and Presentations.		

Text books

1	Electronic commerce – A managerial perspectives Efraim Turban , David King , Jae lee

Reference books

1	CIO magazine- www.cio.com
2	Technology Forecast- Price Waterhouse Coopers
3	McKinsey Quarterly- www.mckinseyquarterly.com
4	"XML Web Services Professional Projects" Authors: GeetanjaliArora&SaiKishorePublisher: Premier Press ISBN: 1931841365
5	"Service-Oriented Architecture: A field Guide to Integrating XML and Web Services" Author: Thomas ErlPublisher: Prentice Hall ISBN: 0-13-142898-5

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Organizational Behaviour**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To provide students understanding how and why people behave in organizations as they do, either as individuals or in groups and how their behaviours affect their performance and performance of the organization as a whole.
2	to provide understanding how to effectively modify their behaviour through motivation and leadership for enhanced performance. And also to provide understanding about related concepts such as Org. Structure, Design and Culture.
3	To help students to understand human behaviour in organizations and equip them to enhance their performance as well as performance of the people reporting to them.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to OB	Lecture	Understand the nature and scope of organizational behavior at individual, group, organizational and societal levels
2	Personality: Meaning and Determinants of Personality	Lecture	Comprehend the meaning and determinants of personality and the effects of perception, attitude and values on work
3	Perception, Attitude and Value	Lecture	Understand the concepts of group dynamics, team effectiveness , team roles and conflict management
4	Motivation Concepts : Motives	Lecture	Distinguish between the various theories of motivation and their application in organizations
5	Group Behaviour and Group Dynamics	Lecture	Define the concept of leadership and distinguish between a number of different leadership theories
6	Organisational Design: Structure, size, technology	Lecture	Identify the different bases of power; and discuss how individuals and groups use power in organizations
7	Leadership: Concepts and skills of leadership	Lecture	Understand the impact of organizational culture and structure on organizational behavior
8	Organisation Development	Lecture	Define the concept and practice of change management and

Sr. No.	Content	Activity	Learning outcomes
			organizational development; with an analytical insight related to application of interventions strategically.
9	Understanding of the Concept of Defence Mechanism; Types of Defence Mechanism; Role of Defence Mechanism in Personality, Perception & Attitude; Significance & Relevance of Defence Mechanism for Interpersonal Relations and Group Dynamics	Video & Role Play	Enhanced understanding of the behavior of superiors, peers and subordinates especially in problem situations and the ways to deal with them more effectively.
10	Case Studies and Presentations		

Text books

1	Any textbook of Psychology of undergraduate course (only for Defence Mechanism)
2	
3	

Reference books

1	Understanding Organizational Behavior – Udai Pareek
2	Organizational Behavior – Stephen Robbins
3	Organizational Behavior – Fred Luthans
4	Organizational Behavior – L. M. Prasad (Sultan Chand)
5	Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6	Organisational Behaviour – Dr Chandra sekhar Dash – International Book House Ltd
7	Organisational Behaviour – Meera Shankar – International Book House Ltd
8	Management & Organisational Behaviour – Laurie Mullins – Pearson Publications
9	Organisational Behaviour, Structure, Process – Gibson – McGraw Hill Publications
10	Organisational Behaviour – McShane – McGraw Hill Publications

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Introduction to creativity & Innovation Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To make students aware of their own creative potential and the various ways that each one can contribute to innovation in an organization context
2	To learn tools and techniques for creativity and Innovation
3	To appreciate the importance and impact of innovation in todays business context
4	To understand the process of innovation
5	To understand the various issues related to managing innovation in an organization context

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	What is creativity and innovation - importance and impact	Lecture/ small in-class exercises	• Students realize that every one is inherently creative – and they need to nurture this creativity • Students understand the difference and relationship between such terms as creativity, invention , innovation etc
2, 3 & 4	Tools for Creativity	Workshop style activities	Students are exposed to various tools and approaches to stimulating creativity and innovation. Some of these could include – Viewing from Multiple (stakeholder perspective), Lateral Thinking, 6 Thinking Hats, Brainstorming, Use of Analogies and metaphor, Problem reframing etc
5	Basic concepts of Innovation,Types of Innovation	Lecture	Students are now familiar with the various concepts and vocabulary related to innovation – such as incremental innovation, 4Ps of innovation, Disruptive innovation , Innovation in products, processes, experiences, business model etc
6	Historical perspective on innovation in products, processes, business etc	Lecture	Students begin to appreciate how innovations have taken place over the past several decades – the historical perspective sensitizes them to the various drivers and factors which led to or deterred these innovation. These could include but not limited to laws, government initiatives in terms of policy and R&D spends, technology

Sr. No.	Content	Activity	Learning outcomes
			available, etc. They also learn about various milestones – and realize that a timeline based study of any industry could help identify triggers/opportunities for innovation –
7,8	Over view of the Innovation process	Lecture/video eg IDEO's Shopping cart video/ small in-class exercise to help students actually experience the innovation process – from observation to ideation, concept development, prototyping etc	• Student learns the importance of each stage of the innovation process and how to work through each stage • The stages understood include contextual inquiry/ immersive study, insight development, ideation , concept development, prototyping , validation
9	Innovation processes and practices in Highly Innovative companies	Lecture/Discussion	Students understand how various leading innovative companies such as IDEO, Apple, Samsung, 3M, Google etc innovate and develop a comparative understanding of their approach , tools and techniques and processes for innovation
10	Developing an Innovation culture	Lecture	• Students understand the basic concept of culture , the elements of and the unique attributes of a culture for innovation • Students realize the barriers to innovation in an organization context and how these could be overcome
11	Managing an Innovation project	Lecture/ case /examples to highlight challenges faced in managing innovation	Students develop and understanding of the various problems faced in managing an innovation project in an organizational context and how can it be managed effectively as a project
12 and 13	Strategic innovation Management	Lecture	• Students realize how Innovation can provide a competitive advantage • Students become familiar with strategic innovation methods/ frameworks used at a strategic level such as Blue Ocean Strategy, Scanario planning , Osterwalder's Business Model Canvas etc • Students realize how innovation can help in creating Intellectual property which can be create entry barriers for competition • Students also become familiar with the

Sr. No.	Content	Activity	Learning outcomes
			challenges of evaluating innovation either for recognition or funding
14	Presentations & Case Studies/		
15	Presentations & Case Studies/		

Text books

1	Innovation management – Besant and Tidd
2	Innovation and Entreprenuership – Besant and Tidd
3	Ten Rules of Strategic Innovation – Vijay Govindrajan

Reference books

1	Ten Faces of Innovation – Tom Kelly
2	Design Lead Innovation by Prof Sten Ekman et all
3	Edward DeBono – books related to Lateral thinking, 6 thinking hats
4	The Innovator's Dilema – Clayton Christensen
5	Business Model innovation by Osterwalder
6	The Art of Innovation – Tom Kelly

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Foreign Language (Other than English)Chinese**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	China is the world's fastest growing economy and hasbecomes the factory of the world, also the world's supply chain and logistics is heavily focused towards China. China being one of the few countries in the world which has not adopted English it becomes imperative to learn Chinese to enable business dealings with the country.
2	Many multinationals have invested in China, because of the cheap labor and other such comprehensive factors available here we can take the example of Apple which manufactures most of its phones in China There is hardly any country that does not have business dealings withChina. Thereforethe advantage of learning this language is huge.
3	The course should be able to enable basic communication in Chinese so that one can understand simple Chinese words and phrases
4	To be able to use Chinese in everyday situations such as greeting a person asking for directions in short to be able to interact in a simple manner.
5	Carry out simple conversations with Chinese people.
6	Read and write simple phrases in pinyin (spelling Chinese words with the western alphabet) Read signs written in Chinese and be able to read simple notices documents and articles written in Chinese
7	Understand the elements of Chinese characters and evaluate the advantages as well as limitations of a pictographic writing system in contrast with western writing systems Understand the construction of Chinese characters recognizing approximately 120 Chinese characters as well as the radicals
8	Reflect on cultural differences and similarities between Indian and Chinese societies, for example with regard to housing and family relationships and gender roles as well as treatment of minorities and the elderly.

Prerequisites if any	none
Connections with Subjects in the current or Future courses	none

Module

Sr. No.	Content	Activity	Learning outcomes
1	• Course introduction. • Chinese pronunciation and the five tones. • Chinese sentence structure and grammar.	1sessions 3 hours each	Preparatory foundation to be able to progress towards learning the language
2	• Simplified Chinese characters and Pinyin Romanization system. • Greeting and Introducing each other. • Meeting family members. • The verbs 姓 (xìng), 叫 (jiào), 是 (shì) and有 (yǒu).	2 sessions of 3 hours	Able to converse in rudimentary Chinese Example (你好! !How do you do?) Able to make simple inquiry

Sr. No.	Content	Activity	Learning outcomes
	• The adverbs 不 (bù), 也 (yě), 都 (dōu). • The particles 的 (de). • Usage of 二 (èr)/两 (liǎng). • Questions ending with 吗 (ma) and 呢 (ne), questions pronouns. • Measure words.		(你是哪国人？Where do you come from?)
3	Routine and everyday aspects Dates & Time – taking someone out to eat on his/her birthday and inviting someone to dinner. Hobbies – Talking about hobbies and would you like to play ball? Visiting friends – visiting a friend's home and at a friend's house. Asking Directions Direction and Location Words Direction and Location Words Comparative Sentences with 没(有) (méi{yǒu}) 3 那么(nàme) Indicating Degree 4 到(dào) + Place + 去(qù) + Action Going to Chinatown Seeing a Doctor Seeing a Movie Turning Down an Invitation Renting an Apartment Traveling to Beijing Checking In at the Airport Arriving in Beijing	3sessions of 3 hours	Have a high comfort level if visiting China or if entertaining Chinese visitors to India
4	The adverbs还 (hái) and 才 (cái). The particles吧 (ba) and 了 (le). The conjunction 那么 (nàme). The modal verb 想 (xiǎng). The preposition 在 (zài). Numbers (0, 1–100). Dates and time. Word order in Chinese. Alternative questions, affirmative + negative (A-not-A) questions, questions with 好吗 (hǎo ma). 去 (qù) + action. Verb + object as a detachable compound. 一下 (yíxià) and 一点儿 (yìdiǎnr) moderating the tone of voice	2 sessions 3 hours	Learn to write simple words
5	covers the following topics: 开学, 宿舍，在饭馆儿，买东西, 选课. Adverbs 真 and 难道.	2 session 3 hours	Construct simple sentences

Sr. No.	Content	Activity	Learning outcomes
	Dynamic particle 了. Preposition 至于. The 是…的… construction. 除了…以外; 再说; 得很; 那(么). 一 + v; 又adj/verb, 又adj/verb. Emphatic 是; 无论…, 都… Conjunction 于是; adj/v+是+adj/v, 可是/但是…再, 又, and 还 compared. 要么…, 要么…. Also connecting sentences, existential sentences, conjunctions, topic-comment sentence structure, resultative compliments. Words and phrases include 恐怕 (I'm afraid; I think perhaps), 差不多 (about; roughly), 一般 (generally speaking), 不怎么样 (not that great; just so-so), 这(就)要看…(了) (that depends on...) , 比如(说) (for example), …什么的 (…Etc.), (要) 不然 (otherwise), 非…不可 (have to; must), 受不了 (unable to bear), 不过 (but), 这样 (in this way		
6	having students learn to **write** traditional or simplified characters progressing to simple paragraphs and essays	2 session 3 hours	Be able to write simple paragraphs or articles
7	• Geography, climate, people. • Ethnicities, religion, government. • Chinese culture & Business etiquette. • Cultural differences & sensitivities	1 session 3 hours	Important to be able to understand and respond to cultural differences and respect them

Text books

1	Integrated Chinese, Level 1, Part 1, Textbook (website http://ic.cheng-tsui.com/)
2	Integrated Chinese, Level 1, Part 2, Textbook
3	Integrated Chinese, Level 1 Part 1 Character Workbook, 3rd Edition (Simplified & Traditional)

Reference books

1	New Practical Chinese Reader 2 Dvd (Only) (English And Chinese Edition)Jan 1, 2005by Liu Xun
2	Practical Audio-Visual Chinese 1 2nd Edition (Book+mp3) (Chinese Edition) Oct 1, 2008by Guo Li Tai WAN Shi Fan Da XueGuo Yu Jiao XueZhongXin
3	Colloquial Chinese: The Complete Course for Beginners (Colloquial Series)2nd Edition ISBN-13: 978-0415434157 ISBN-10: 0415434157

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Negotiation & Selling Skills**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	The module will sensitize the students to the concepts and importance of Negotiations & Selling for all functions of Management.
2	The module is designed to introduce the students to the basic elements of the selling
3	The module will give the students a broad understanding regarding different models used for effective selling and negotiations.
4	It also creates awareness among the students about the basic qualities, traits and skills that they need to imbibe to be an effective management professional.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Meaning, Definition & Importance of Negotiation in Management, Types of Negotiation		Developing basic understanding of students related to Negotiation.
2	Understanding Negotiation Framework including Legal Aspects, Negotiation Process, Skills of a Negotiator		Providing deeper insight relatedto Negotiation framework
3	Negotiation Models (BATNA, Dyad, ZOPA, 9 Grid) & Strategies, Understanding Barriers to Agreement		Familiarizing students with basics of models in negotiation and strategies
4	Introduction to Marketing & Selling Concepts & Traits of a Successful Salesperson	Role Play on Negotiation	Introducing students to understand the difference between Marketing and Selling and giving them useful tips for succeeding in Sales
5	Understanding Successful Selling Process & Models (7 Steps Model)		Introducingstudents to understand the difference between Marketing and Selling and giving them useful tips for succeeding in Sales
6	Customer Focussed Selling, Art of Persuasion		Creating awareness about importance of customer in selling process

Sr. No.	Content	Activity	Learning outcomes
7	Selling to Various Stakeholders such as Dealers, Suppliers, Vendors, Channel Partners, Superiors, Subordinates, Team- Mates & Peers	Guest Session with industry experts	Familiarizing students with different approaches required For selling different stakeholders
8	Selling to Customers – B2C, B2B, C2C, Products, Services, Intangibles & Projects		Familiarizing students with different approaches required for selling to different segments of customers.
9	Strategic Selling for Start-ups	Guest Session with industry experts	Creating awareness about challenges and opportunities available in Start-ups domains
10	Body Language for Negotiation & Selling	Role Plays on Selling	To enhance effectiveness of a Salesperson by understanding Clues provided by body language.
11	Case Studies and Presentations		

Activity: In addition to classroom teaching, the Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Text books

1	The Essentials of Negotiation – Harvard Business School Press
2	Negotiations Selling by Sameer Kulkarni – Excel Books
3	Negotiation & Selling by R. K. Srivastava – Excel Books

Reference books

1	Organizational Behavior by Fred Luthans (9th edition)
2	Managing Conflict & Negotiation by B. D. Singh – Excel Books
3	Getting to Yes by Roger Fisher & William Ury –Random House
4	Negotiation Handbook by P. J. Cleary – Printice Hall of India
5	ABC's of Selling Skills by Charles M. Futrell – McGraw Hill
6	Sales Management Analysis and Decision Making by Thomas Ingram & Raymond LaFarge – Published by DRYDEN
7	How to Handle Conflict & Confrontation by Peg Pickering – Natl Seminars Publications

Assessment

a)	Internal	40%	40 Marks continuous assessment
b)	Semester End Examination	60%	60 Marks theory paper of 3 hours duration

PROGRAM: MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**IT Skills for Management and Technology Platform**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To have the basics practical skills of information Technology(i.eHardware - Software , Database, Networking, Communication Technology)with its application and usage.

Prerequisites if any	Basic understanding of IT Skills for Management and Technology Platform
Connections with Subjects in the current or Future courses	Will connect and have application of information technology and technology platform skills

Module

Sr No.	**Content**	**Activity**	**Learning outcomes**
1	To, understand the conceptual background of Hardware - Software – (Systems Software, Application Software and Packages) Introduction and Fundamentals of operating system- Windows, Unix/Linux. Introduction and knowledge of Internet operations. World Wide Web , Emerging communication technologies	Lecture	
2	Introduction to Software Packages & practical knowledge of **Microsoft Word** **Microsoft Excel** – Formulas, Graphs, Basis statistical formulae. **Microsoft Power Point** – Creating effective presentations **Microsoft Access** - Introduction to DBMS concepts, creating a database, Basic queries. **Tally –** Journal Entry, Ledger posting, Preparation of Balance Sheet Emerging technology of office Automation systems **Lab Sessions of Document Preparation & Presentation Skills**	Lecture & cases	1. To know data analysis and database management with Microsoft Excel 2. To know management of data using Microsoft Access 3. To know how to prepare interactive business presentation
3	**Practical hands on experience of Internet and Web Technology**	Lecture	

	Internet Technology Understanding Websites Understanding Domain Names & Domain Extensions Web Server & Web hosting Web Designing ,Home page designing Website Content designing, Joomla, query, knowing & Adding Payment Gateways, Web Hosting, Mobile Technology & Business On-line Business Mechanism Hands on experience of Emerging communication technology **Lab Sessions**		
4	**Case Study and Practical Exercises With Lab Sessions**	Lecture and cases	

Text books

1	Work-study by ILO

Reference books

1	Rajaraman, V. (2004). Introduction to Information Technology.PHI.
2	Turban, Rainer and Potter (2003). Introduction to information technology.John Wiley and sons
3	Sinha, P.K., PritiSinha (2002). Foundation of computing.BPB Publications.
4	Ram, B. (2003). Computer Fundamentals. New Age Publication

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Information Technology for Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To understand the significance of information technology , conceptual framework of networking, communication technology, database etc. for individual & business management
2	To understand role , impact and emerging trends of information technology for management and its application at individual ,organizational level society and similarly for business alignment.

Prerequisites if any	Basic understanding of Information Technology for management
Connections with Subjects in the current or Future courses	Will connect conceptual framework of Information Technology for Management at individual and organizational level.

Module

Sr. No.	Content	Activity	Learning outcomes
1	Historical perspective of information technology and business.	Lecture	1. Learning of basic concepts and components of IT 2. Learning different application of computer and IT in business 3. Application of It across the industries
2	Functioning of computer hardware and software components, characteristic from user and buyers perspectives.	Lecture & cases	
3	Introduction and conceptual framework of networking & Telecommunication, components of networking, LAN/WAN/MAN, network topologies, and various option of networking for business, various medium of communication, physical and cable less (dial up, leased line, satellite , V- SAT, DSL Lines , fiber optics)	Lecture	
5	Role and emerging trends of information technology Overview of concept such as ERP,SCM, CRM, database management, DBMS Data warehousing, Business intelligent, knowledge Management, E- Commerce, E-Business, M- Commerce, Digital Business , E-governance.	Lecture and cases	
6	Impact of information on business, business alignment across the function and sectors and society	Lecture & Cases	
7	Case study and presentation	Lecture & Cases	

Text books		
1	Information Technology for Management	by Rainer , Porter and Turban.
2	Introduction to information technology	byRajaramman.
3	Information technology for Management	DrChandrahaunschavan& B lal

Reference books	
1	E- Business: road map for success, Ravi Kolkata and Marcia Robinson.
2	Competitive strategic by Michael Porter
3	Electronic commerce – A managerial perspectives Efraim Turban , David King , Jae lee
4	Principles of information Systems by ralph stair & George Reynolds

Assessment	
Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Personal Grooming / Personal Effectiveness**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	Identify personal thinking habits and their impact
2	Understand and address the barriers to personal effectiveness
3	Apply clear and effective communication skills
4	Develop effective time management skills and the ability to cope with stress

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Know Yourself – Self Discovery		Know yourself (Your Values, Abilities and Goals)
2	Developing a Positive Attitude and Values		Identify influences of their attitudes towards success, achievement, and disappointment both in personal and professional lives
3	Grooming - Corporate Etiquette and Manners		Enhancing corporate and social Image, learning grooming basics and personal hygiene management
4	The Art of Listening		An understanding of the key role listening plays in the ability to solve problems, work effectively with customers, and be a valuable team member.
5	Body Language		Using body language to increase your personal impact
6	The Art of Speaking		Ability to communicate competently in groups and organizations
7	GD and PI Skills		Augment skills related to this important dimension of the selection process in organizations
8	Written Business Communication		Organize and present information for maximum impact and clarity
9	CV. and Resume writing		Understand and write a functional resume , versus a chronological resume, writing cover letters

Sr. No.	Content	Activity	Learning outcomes
10	Working in Groups and Teams		Enhance capabilities to lead and succeed and for that you need to be a good team player
11	Time Management		Identify typical time-wasters and create solutions to overcome them
12	Stress Management		Ability to deal with stress and pressure effectively
13	Career Planning		How to develop a personal development plan

Text and Reference books

1	Super Self: Doubling Your Personal Effectiveness by Charles Given
2	The 3 Pillars of Personal Effectiveness by TroelsRichte
3	The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change by Stephen R. Covey
4	Personality Development and Soft skills by BarunMitra

Internal	40%
Semester end	60%

UNIVERSITY OF MUMBAI , MUMBAI

Masters in Management Studies - Semester II (CBGS)

with effect from Academic Year 2016-17

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Marketing Management	27	2	40 IA	60 IA	100	3hr	4
2	Financial Management	27	2	40 IA	60 IA	100	3hr	4
3	Operations Research	27	2	40 IA	60 IA	100	3hr	4
4	Business Research Methods	27	2	40 IA	60 IA	100	3hr	4
5	Human Resource Management	27	2	40 IA	60 IA	100	3hr	4

3 ELECTIVES OUT OF 10								
1	Legal & Tax Aspects of Business	27	2	40 IA	60 IA	100	3hr	4
2	Cost & Management Accounting	27	2	40 IA	60 IA	100	3hr	4
3	Business Environment	27	2	40 IA	60 IA	100	3hr	4
4	Ethos in Indian Management	27	2	40 IA	60 IA	100	3hr	4
5	Corporate Social Responsibility	27	2	40 IA	60 IA	100	3hr	4
6	Analysis of Financial Management	27	2	40 IA	60 IA	100	3hr	4
7	Entrepreneurship Management	27	2	40 IA	60 IA	100	3hr	4
8	Management Information Systems	27	2	40 IA	60 IA	100	3hr	4
9	Developing teams & Effective leadership	27	2	40 IA	60 IA	100	3hr	4
10	Intellectual Capital and Patenting	27	2	40 IA	60 IA	100	3hr	4
							Total No of Credits	**32**

UA: University Assessment **IA: Internal Assessment**

Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester II

Sr. No.	Core	Sr. No.	Electives (Any 3)
1	Marketing Management	1	Legal & Tax Aspects of Business
2	Financial Management	2	Cost & Management Accounting
3	Operations Research	3	Business Environment
4	Business Research Methods	4	Ethos in Indian Management
5	Human Resource Management	5	Corporate Social Responsibility
		6	Analysis of Financial Statements
		7	Entrepreneurship Management
		8	Management Information System
		9	Developing teams & Effective leadership
		10	Intellectual Capital and Patenting

Note:

1 All subjects / papers for Semester II will be internally assessed by the institute. The Criteria for the same is given below

a) Attendance and Class Room Participation 10 Marks

b) Minimum 3 criteria to be picked up from the below given list

- Mid term Test (Min 1)
- Group Presentation
- Role Plays
- Case Studies
- Assignments
- Projects
- Quiz

2 Institute will have the discretion to select minimum 3 (three) subjects or more from given list of 10 subjects. Total 32 credits has to be obtained.

3 Any new elective proposed to be introduced by the Institute, apart from electives listed in the new syllabus, need to take prior approval from Board of Management Studies of the University in writing outlining the details of the course with learning objectives, learning outcomes, detailed syllabus, teaching learning plan and course evaluation procedures atelast 6 months in advance before the commencement of the semester.

PROGRAM : MMS

Semester	**:**	**II - Core**			
Title of the Subject / course	**:**	**Marketing Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	This coursework is designed to introduce the student to the basic elements of the marketing management terms, implementation of studied term in the industry and related process.
2	The scope of marketing management is quite broad and the students will be exposed to the marketing concepts that will enable them to acquaint with contemporary marketing practices.
3	This module is to learn the art and science of choosing target markets and getting, keeping and growing customers through creating, delivering, and communicating superior customer value.
4	This module will give the student a very broad understanding of what marketing is all about and the vital role that it plays in every organization, every department and every specialization.
5	The module will help the student to identify and solve many business problems by using a marketing perspective, as a universal concept.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	**Content**	**Activity***	**Learning outcomes**
1	Introduction to Marketing Concept Evolution of Marketing from Production to Sustainability & Customer Orientation		Students will develop basic understanding of concepts in the marketing with respect to historical development of the subject
2	Understanding the Basics: Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India Demand States & Marketing Tasks Company Orientation towards the Market Place		Making students familiar with the Fundamental concepts and vocabulary or practices from business perspective in the Organization.
3	Marketing Environment : Marketing Environment and Evaluation of Market Opportunities like Services, Rural & International		Understanding of the Marketing environment to help students to compare various opportunities available in various sectors.
4	Market Research & Marketing Information Systems and Demand		To familiarize students with various concepts relatedto

Sr. No.	Content	Activity*	Learning outcomes
	Forecasting and Market Potential Analysis		market research and its utility.
5	Consumer Buying Process & Organizational Buying Behaviour		Helping students to focus on Important issues related to success in consumer buying behavioural process vis a vis organizational buying behaviour process.
6	Pillars of Marketing - Market Segmentation, Target Marketing, Positioning & Differentiation		Imparting knowledge of various important marketing concepts.
7	Marketing Mix and Product Decisions – Product Life Cycle, & Brand		Various practices related to The important aspects of marketing in decision Making
8	New Product Development Process		Understanding mechanism of developing a new product related process
9	Pricing Decisions		To understand the pricing dynamics being practiced by the organizations in different Sectors
10	Distribution Decisions – Logistics & Channel Decisions (Retail, E-commerce, etc.)		Understanding of operational issues in order to support marketing-process
11	Promotion Decisions – Integrated Marketing Communications Concept: Advertising, Sales Promotions, Public Relations, Direct Marketing; Communication Tools		To familiarize students with various concepts relatedto Communication Design Process in effective marketing practices
12	Personal Selling & Sales Management		To understand the important aspects direct marketing in the Changing circumstance with the help of latest development
13	Overview of Marketing Strategies: BCG, Ansoff, GE, Shell Model, Porter Generic Model, 5 Forces Model, PLC, 7s Model of Marketing, A Little Model, Value Chain Model		To make students understand basics of various models and their application in their field of work
14	Case Studies and Presentations		

*Activity: In addition to classroom teaching, the Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Text books

1	Marketing Management (A South Asian Perspective) by Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha, Pearson Education
2	Marketing Management by R. Varshney, S. Chand
3	Marketing Management by Rajan Saxsena, Tata McGraw Hill

Reference books

1	Basic Marketing by Jr., William Perreault, Joseph Cannon and E. Jerome McCarthy
2	Marketing Management – Planning, Implementation and Control by V.S. Ramswamy and S. Namakumari, McMillian
3	Business Marketing Management by M. Hutt, Cengage Learning

Assessment

a)	Internal	40%	40 Marks continuous assessment
b)	Semester End Examination	60%	60 Marks theory paper of 3 hours duration

PROGRAM: MMS

Semester	**:**	**II - Core**			
Title of the Subject / course	**:**	**Financial Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objective

1	To gain in-depth knowledge of corporate finance and understand the functions of finance management.
2	Students should learn to analyze corporate financial statements and other parts of the annual report.

Prerequisites if any	Knowledge of financial accounting
Connections with Subjects in the current or Future courses	This will work as the basic subject for the elective subjects coming in the second year

Module

Sr. No.	Content	Activity	Learning outcomes
1	Objective of financial management Functions and decisions of financial management Indian Financial system - Functions of the financial system; Financial Assets; Financial markets; Financial intermediaries; Regulatory system	Lecture and theoretical discussion	Understanding the basic concepts of corporate finance and Indian financial system
2	Financial performance analysis using Ratio Analysis	Lecture, exercises and assignment	Ability to analyse the financial statements of companies using ratios
3	Working Capital Management - Estimation and Financing Inventory Management Receivables Management Cash Management	Lecture, exercises and case discussion	Ability to calculate the working capital requirements; analyse working capital policies and understanding operating and cash cycle
4	Financial Planning and Forecasting Meaning and importance of financial planning Approaches to financial planning Preparation of Pro-forma Income Statement and Balance Sheet Computation of external financing requirements	Lecture and exercises	Ability to prepare pro-forma financial statements and calculate the EFR
5	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection Capital Budgeting and Investment Decision Analysis	Lecture, exercises and case discussion	Ability to use various evaluation techniques like NPV, IRR, PI, payback period etc. for evaluating capital expenditure decision
6	Sources of Finance - Short Term and Long Term	Theoretical discussion	Understanding the features and characteristics of various financing options
7	Theory of capital structure: Net income approach; Net operating income approach; MM approach; Traditional approach	Lecture and exercises	Understanding different capital structure theories and the impact of D/E ratio on EPS

Sr. No.	Content	Activity	Learning outcomes
8	Capital Structure Planning and Designing capital structure based on EBIT and EPS/MPS approach Factors affecting capital structure	Lecture and exercises	Ability to design the optimal capital structure
9	Capital Structure Planning and Leverage Analysis: Operating, financial and total Capital Structure Planning and cost of capital	Lecture and exercises	Ability to calculate DOL, DFL and DCL
10	Dividend Policy: Factors affecting dividend policy decision; Dividend decision models; Walter model; Gordon model; MM approach	Lecture and exercises	Understanding the impact of dividend payout ratio and retention ratio on company's financial position

Text Books

1	Financial Management – M.Y. Khan and P.K. Jain
2	Financial Management – Prasanna Chandra

Reference Books

1	Financial Management – I. M. Pandey
2	Principles of Corporate Finance – Myers and Brealey
3	Fundamentals of Financial Management – James Van Horne
4	Financial Management: theory and practice – Brigham Eugene F; Ehrhardt, Michael C.

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**II - Core**			
Title of the Subject / course	**:**	**Operations Research**			
Course Code	**:**	**For Office use**			
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40hrs**

Learning Objectives

1	To know optimizing techniques
2	To understand its use in decision making in business
3	To Identify and develop operational research model from realsystem
4	To appreciate the mathematical basis for business decision making

Prerequisites if any	Statistics for management, Operations and production management, economics
Connections with Subjects in the current or Future courses	Project Management, Quantitative Techniques,

Module

Sr. No.	Content	Activity	Learning outcomes
1	Linear Programming- Formulation, Solution by graph, Simplex, Duality, post optimality and Sensitivity Analysis	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand application in business. Data Envelopment Analysis as extension of LPP model
2	Transportation problem with special cases	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand special cases of LPP and apply in appropriate situation
3	Assignment Problem with special cases	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand special case of LPP and apply in appropriate situation
4	Game theory- Zerosum games	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand Competitive environment of business
5	Decision Theory- Under Risk, Uncertainty, decision tree	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand project management techniques
6	Waiting lines model- (M|M|1):(FIFO|∞|∞) with cost implication	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand queue model as a measure of performance of system
7	Simulation- queue system, inventory and demand simulation	Create models in Microsoft Excel	In want of assumptions of the model a working system can be created

Text books

1	Operation Research – AN introduction- HamdyTaha, Prentice Hall Of India
2	Quantitative Techniques in Management -N D Vohra, Tata McGraw Hill
3	Operations Research Theory and Applications- J K sharma, Macmillan Business books

Reference books

1	Principles of Operations Research –Wagner, Prentice Hall of India
2	Operations Research- Hilier, Liberman, Tata McGraw HIll
3	An introduction to Management Science – Anderson Sweeney Williams, Cengage Learning

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**II - Core**			
Title of the Subject / course	**:**	**Business Research Methods**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To understand the importance of research and various methods that researcher used to investigate problems
2	Applying Modern Analytical tools for Business Management Decisions
3	To derive strategies from the research
4	To understand the challenges in collecting the data collection and analysis
5	To interpret the data to make meaningful decisions.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to Research	Lecture	Meaning of research; Types of research- Exploratory research, Conclusive research; The process of research; Research applications in social and business sciences; Features of a Good research study.
2	Research Problem and Formulation of Research Hypotheses	Lecture	Defining the Research problem; Management Decision Problem vs Management Research Problem; Problem identification process; Components of the research problem; Formulating the research hypothesis- Types of Research hypothesis; Writing a research proposal- Contents of a research proposal and types of research proposals.
3	Research Design	Lecture	Meaning of Research Designs; Nature and Classification of Research Designs; Exploratory Research Designs: Secondary Resource analysis, Case study Method, Expert opinion survey, Focus group discussions; Descriptive Research Designs: Cross-sectional studies and Longitudinal studies; Experimental Designs, Errors affecting Research Design
4	Primary and Secondary Data	Field Work	Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and sources; Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method

Sr. No.	Content	Activity	Learning outcomes
5	Attitude Measurement and Scaling	Lecture	Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement
6	Questionnaire Design	Lecture	Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method
7	Sampling and Data Processing	Case Study and SPSS / Excel	Sampling concepts- Sample vs Census, Sampling vs Non Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size- Sample size for estimating population mean, Determination of sample size for estimating the population proportion Data Editing- Field Editing, Centralized in house editing; Coding- Coding Closed ended structured Questions, Coding open ended structured Questions; Classification and Tabulation of Data.
8	Univariate and Bivariate Analysis of Data	SPSS Lab / Excel	Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data- Analysis of Nominal scale data with only one possible response, Analysis of Nominal scale data with multiple category responses, Analysis of Ordinal Scaled Questions, Measures of Central Tendency, Measures of Dispersion; Descriptive Analysis of Bivariate data
9	Testing of Hypotheses	Analyzing Primary Data	Concepts in Testing of Hypothesis – Steps in testing of hypothesis, Test Statistic for testing hypothesis about population mean; Tests concerning Means- the case of single population; Tests for Difference between two population means; Tests concerning population proportion- the case of single population; Tests for difference between two population proportions.
10	Chi-square Analysis	Analyzing Primary Data	Chi square test for the Goodness of Fit; Chi square test for the independence of variables; Chi square test for the equality of more than two population proportions
11	Analysis of Variance	Lecture and Analyzing Primary Data	Completely randomized design in a one-way ANOVA; Randomized block design in two way ANOVA; Factorial design
12	Research Report Writing and Ethics in research	Lecture	Types of research reports – Brief reports and Detailed reports; Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of Results and

Sr. No.	Content	Activity	Learning outcomes
			Suggested Recommendations; Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations. Meaning of Research Ethics; Clients Ethical code; Researchers Ethical code; Ethical Codes related to respondents; Responsibility of ethics in research
13	Presentation / Report	PowerPoint	

Text books

1	Business Research Methods – Cooper Schindler
2	Research Methodology Methods & Techniques – C.R.Kothari
3	Statistics for Management – Richard L Levin

Reference books

1	D. K. Bhattacharya: Research Methodology (Excel)
2	P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
3	Saunder: Research Methods for business students (Pearson)
4	Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
5	Business Research Methods – Alan Bryman & Emma Bell – Oxford Publications
6	Business Research Methods – Naval Bajpai – Pearson Publications

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	:	**II – Core**			
Title of the Subject / course	:	**Human Resource Management**			
Course Code	:				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To prepare a student for a career in industry and services.
2	To facilitate learning in modern concepts, techniques and practices in the management of human resources
3	To expose the student to different functional areas of Human Resource Management to enhance the effectiveness.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Human Resource Management	Lecture	Apply the theoretical and practical aspects of human resource management to formulate strategies that will enable organizations to achieve both operational and strategic goals related to the organization's human capital. Understand the scope of HRM and its relationship to other social sciences
2	Organization of Personnel Functions	Lecture	Study the personnel function with respect to its organization , policies and responsibilities in an organization
3	Manpower Planning	Lecture	Understand the importance and the process of man power planning, the process of job analysis, compare and contrast methods used for selection and placement of human resources.
4	Motivating Employees	Lecture	Understand the application of the theories of motivation , explaining the difference between internal and external equity in terms of monetary and non-monetary rewards and recognition

Sr. No.	Content	Activity	Learning outcomes
5	Performance Appraisal Systems	Lecture	Discuss the importance and process of performance management, organizational strategic planning and succession planning.
6	Training & Development	Lecture	Describe the steps required to analyze needs , develop and evaluate an employee training and development programs in organizations
7	Organisation Development	Lecture	Define the concept of organizational development and an insight into different types of OD interventions
8	Management of Organizational Change	Lecture	Define the concept and practice of change management and organizational development; with an analytical insight related to application of OD interventions strategically
9	HRD Strategies for Long Term Planning & Growth	Lecture	Discuss different types of HRD strategies for increasing productivity and long term planning for an organization
10	Case Studies and Presentations	Lecture	

Text and Reference books

1	Human Resource Management – P.SubbaRao

Text and Reference books

1	Personnel Management – C.B. Mammoria
2	Dessler: Human Resource Management(Prentice Hall India)
3	Personnel/Human Resource Management: DeCenzo& Robbins (Prentice Hall India)
4	D. K. Bhattacharya: Human Resource Management (Excel)
5	VSP Rao – Human Resource Management(Excel)
6	Gomez: Managing Human Resource (Prentice Hall India)
7	Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**II - Elective**			
Title of the Subject / course	**:**	**Legal Aspects of Business & Taxation 100 Marks**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objective

1	To learn about the important provisions of some of the important business laws
2	To get exposure to important provisions of Indian Income Tax Act and Indirect Taxes

Prerequisites if any	None
Connections with Subjects in the current or Future courses	Students in all the specialisations must have a minimum knowledge of important business laws. The applications of law will be in many subjects they will study in the second year

Module

Sr. No.	Content	Activity	Learning outcomes
1	The Indian Contract Act, 1872	Lecture and case law discussion	Understanding the law and concepts of parties to the contract, consideration and other legal concepts related to a Contract
2	The Sales of Goods Act, 1930	Lecture and case law discussion	Understanding the meaning of sale of goods and the rights and duties of vendor and consumer under the Act.
3	The Negotiable Instruments Act, 1881	Lecture and case law discussion	Understanding various negotiable instruments available under the Act.
4	The Consumer Protection Act, 1986	Lecture and case law discussion	Understanding the rights and duties of consumers under the Consumer Protection Act
5	The Companies Act, 2013	Lecture and case law discussion	Understanding the requirements of forming a company under different categories and the importance of MOA, AOA and Prospectus.
6	Introduction to IPR Laws a) The Copy Right Act, 1957 b) The Patents Act, 1970 c) The Trade Marks Act, 1999	Lecture and case law discussion	Understanding the meaning and definition of intellectual property, types of intellectual property and the safeguards available through law against violation of intellectual property rights.
7	Indian Income-tax Act, The Finance Act	Lecture	Understanding the framework of Indian Income Tax Act with concepts of tax slabs, TDS, etc.
8	Computation of Total Income and Determination of Tax Liability – individuals and Companies	Conceptual discussion and practical problem solving	Ability to compute the income tax and tax liability of various assesses based on different cases.

Sr. No.	Content	Activity	Learning outcomes
9	Indirect Taxes – Central Excise Act	Lecture and case laws	Getting clarity on concepts of Indirect taxes, manufacturing, excisable goods, classification of goods, valuation of goods and CENVAT
10	Indirect Taxes – Customs Act	Lecture and case laws	Understanding the scope and coverage of Customs Act. Students should be clear about the types of customs duties and the classification and valuation of goods.
11	Indirect Taxes – Maharashtra Value Added Tax	Lecture and case laws	Understanding the difference between MVAT and State Sales tax and the tax slabs and exemptions in the Act.
12	Indirect Taxes – Service Tax	Lecture and case laws	Understanding the applicability of service tax and the tax slabs applicable.

Text Books

1	Legal Aspects of Business – AkhileshwarPathak
2	Students Guide to Income Tax – Monica singhania and VinodSinghania
3	Students Guide to Indirect Tax Laws – Monica Singhania and VinodSinghania

Reference Books

1	Legal Aspects of Business – David Albuquerque
2	Business Law for Managers – S.K. Tuteja
3	Business Law – N.D. Kapoor

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**II – Elective**			
Title of the Subject / course	**:**	**Cost and Management Accounting 100 Marks**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objective

1	To understand the basic cost concepts and techniques of analyzing cost to have better management control and decision making

Prerequisites if any	
Connections with Subjects in the current or Future courses	This subject would provide basic understanding of cost and cost accounting which would help students in some of the advance subjects in all the disciplines in the second year

Module

Sr. No	Content	Activity	Learning outcomes
1	Introduction to Cost and Management Accounting Distinction and relationship among financial accounting, cost accounting and management accounting Role of Cost in decision making Analysis and classification of cost	Theoretical discussion	Understanding the concepts related to Financial, Cost and Management Accounting
2	Elements of cost - Materials, Labour and Overheads Allocation and apportionment of overheads	Discussion and Exercises	Understanding the difference between direct and indirect cost as well as apportionment and allocation of cost
3	Preparation of Cost Sheet	Exercises	Ability to prepare the cost sheet
4	Introduction to different costing techniques; Methods of costing – with special reference to job costing, process costing, services costing	Theoretical discussion and exercises	Understanding the computation methods of cost under various costing methods
5	Marginal Costing and Cost-Volume-Profit Analysis, Marginal costing versus absorption costing, Computation of breakeven point, margin of safety and P/V Ratio Differential Costing and Incremental Costing	Theoretical discussion and problem solving	Ability to make decisions using marginal cost concept and calculate BEP and Margin of safety
6	Budgeting and Budgetary Control Concept of budget, budgeting and budgetary control, Types of budget	Discussion and exercises	Ability to prepare various types of budgets and analyze the functional as well as the master budgets
7	Standard Costing and Variance Analysis	Discussion and exercises	Ability to set a benchmark and calculate and analyze variances
8	Responsibility Accounting and Transfer Pricing	Theoretical discussion	Understanding various responsibility centres and different transfer pricing methods for setting interdepartmental price

Sr. No	Content	Activity	Learning outcomes
9	Activity Based Costing & Activity Based Management	Discussion and exercises	Understanding the concepts and application of activity based costing
10	Target Costing	Discussion and exercises	Ability to calculate the selling price based on pre-determined targets
11	Lifecycle Costing	Discussion and exercises	Ability to calculate the cost of a product as it moves through the various phases of its life cycle
12	Environmental Costing	Discussion and exercises	Ability to trace the direct costs and allocate indirect costs to present information on social and environmental costs and benefits
13	Service Costing	Discussion and exercises	Ability to set up a cost sheet for service industry.

Text Books

1	Cost Accounting for Managerial Emphasis – Horngren, Datar, Foster
2	Management Accounting – Robert Kaplan, Anthony A. Atkinson
3	Cost and Management Accounting – Ravi. M. Kishore

Reference Books

1	Management Accounting for profit control – I. W. Keller, W. L. Ferrara
2	Accounting & Finance for Managers – T P Ghosh
3	Management Accounting – Paresh Shah – Oxford Publications
4	Cost Accounting – Jawaharlal and SeemaSrivastava
5	Management and Cost Accounting – Colin Drury

Assessment

Internal	40%
Semester end	60%

PROGRAMME :MMS

Semester	:	II			
Title of the Subject / course	:	**Business Environment**			
Course Code	:				
Credits	**:**	4	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To sensitize the students to the multi-faceted environment of business.
2	to enable them to appreciate the finer nuances of the environment, and,
3	to improve their ability to operate effectively in the contemporary globalized world as managers or entrepreneurs

Prerequisites if any	Nil
Connections with Subjects in the current or Future courses	1: It would also deal with macroeconomic issues, and, thus become an essential sequel to Managerial Economics dealing with microeconomics in Semester I, and, 2: it would be an essential pre-requisite to the University paper on Strategic Management in Semester III.

Module

Sr. No.	Content	Activity	Learning outcomes
1	Business environment - definition, nature and scope, distinction between internal and external environment of business, limitations of environmental analysis.	Lecture	The students should be able to decipher, analyse and understand the environment of business.
2	Socio-cultural environment of business: elements of culture, the impact of culture on business, multiculturalism	Lecture and a case study	The students should be able to decipher, analyse and understand the environment of business.
3	Political environment of business: The State and it's branches, political ideals including liberty, equality, fraternity and tolerance. The politics of coalition governments	Lecture and a case study	The students should be able to decipher, analyse and understand the environment of business.
4	Regulatory environment of business, including the need for effective regulation and governance as well as the ingredients of a good system of regulation	Lecture	The students should be able to decipher, analyse and understand the environment of business.
5	Regulatory environment of business, including the need for effective regulation and governance as well as the ingredients of a good system of regulation	Lecture	The students should be able to decipher, analyse and understand the environment of business.

6	Ecological issues and sustainable development	-- Do --	The students should be able to decipher, analyse and understand the environment of business.
7	National Income: Growth and development. Interconnectivity between macroeconomic variables & Business Cycles. The concept of Inclusive growth Subsidies, JAM (Jandhan, Aadhar and Mobile) and the "Make in India Campaign".	Lecture	Students should be able to understand the need for various campaigns and also the impact of changes in the various macroeconomic variables on economy as well as on business.
8	Money and Banking: including money supply, demand for money, credit creation.	Lecture	Students should be able to understand the need for various campaigns and also the impact of changes in the various macroeconomic variables on economy as well as on business
9	Central Banking and Monetary Policy: instruments of credit control, objectives of monetary policy. **Inflation: the concept**, demand pull, cost push inflation. Inflation & monetary policy	Lecture	Students should be able to understand the various instruments of credit control, and its impact on economy and business.
10	Budget, budgetary deficit, fiscal deficit and fiscal policy: aims, objectives and efficacy.	Lecture and a case study	Students will develop understanding about the Union Budget and its impact on the various sectors
11	The LPG model (Liberalisation, Privatization and Globalisation) : genesis, features, problems and prospects	Lecture	Students should develop an understanding of the opportunities & challenges of the policies relating to LPG with reference to business.
12	Balance of Payments. International trade blocks, IMF, IBRD, WTO.	Lecture	Students should develop a holistic understanding of the external sector as well as multilateral organization.
13	Presentations by students		Students should develop a holistic understanding of the external sector as well as multilateral organization

Text books

1	Economics by Paul Samuelson and Richard Nordhaus: Indian Adaptation, 19th edition
2	Indian Economy by Mishra and Puri
3	Macroeconomics for Management students by A. Nag

Reference books

1	Business Environment and Public Policy by R A Buchholz
2	Economic Survey by Ministry of Finance, Government of India - Different issues
3	World Development Report by the World Bank - different issues

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**II - Elective**			
Title of the Subject / course	**:**	**Ethos in Indian Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To sensitize students to Indian culture and value systems and the impact of this on management thinking and action
2	To increase the level of awareness of the thought leadership emanating from India and understand its relevance in modern times
3	To bring to focus importance of ethical and responsible behavior on the part of young managers

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	What is Indian Ethos ?	Prior study and group discussions	To understand the distinctive characteristics of the Indian ethos
2	Values	Deriving values from ancient scriptures	To understand the role of human values and professional values in our decisions and everyday life and business
3	Management of Self	Learning from ancient philosophies and spiritual wisdom	To have an awareness of ways for Anger management and Stress Management. To know the concepts of 'Total Quality of the Mind'.
4	Religion	To study the basic principles of different religions and their similarities. Case studies of modern day practices for diversity.	To know the basic tenets and historical roots of the religions followed by people in India. To know the meeting points/commonalities between religions. To appreciate diversity and pluralism in organizations and society
5	The concept of Dharma The concept of Karma	Study the traditional understanding of the concepts. Modern business Case studies revolving around these concepts	To know the meaning of corporate dharma and corporate karma. To understand the significance of Ethics as part of the Indian ethos.
6	Kautilya's Principles	Study the principles and find their modern relevance and application	To understand the relevance of Kautilya's principles in terms of the role of the leader in today's times

Sr. No.	Content	Activity	Learning outcomes
7	Leadership	Study the leadership and management preachings from the epics of Ramayana and Mahabharata	To understand the responsibilities of leadership
8	Social Responsibility, Sustainable Development Giving, Trusteeship concept of Mahatma Gandhi	Research on the traditional importance of 'Social Responsibility' Case studies on Sustainable Development	To understand the essence of the Trusteeship concept of Mahatma Gandhi. To understand modern day practices of sustainable development around the world.
9	The Constitution of India – Preamble of the Constitution, Fundamental Duties mentioned in Chapter IV A - Article 51 A	Discussion on current affairs / episodes and approach towards them	To understand and internalize the concepts and meanings of the core message in the Preamble and in the Fundamental Duties laid in the Constitution. To objectively and progressively analyze current issues, challenges and solutions affecting today's Indian society and Indian industry.

Text books

1	Management and the Indian Ethos by G. D. Sharma
2	Ethics, Indian Ethos and Management by S. Balachandran, K. C. R. Raja, B. K. Nair
3	Indian Ethos for Modern Management by G. R. Krishna
4	Indian Ethos and Values for Managers by N. M. Khandelwal

Reference books

1	Towards the optimal organizations (Indian Culture and Management) by Rayen Gupta
2	The seven spiritual Laws of Success by Deepak Chopra
3	Gandhi, CEO: 14 Principles to Guide & Inspire Modern Leaders by Alan Axelrod
4	My Experiments with Truth by M. K. Gandhi
5	The India Way by Peter Cappelli, Harbir Singh, Jitendra Singh and Michael Useem
6	Blending the best of the East and the West in Management education by SubhirChowdhury
7	India's contribution to Management: Pravir Malik (Sri Aurobinds Institute of Research in Social Sciences, pondicherry)
8	Vedic management by Krishna Saigal
9	Philosophies of Gandhi, Tagore and Kabir
10	Speeches by great Indians from history
11	Poems written by Rumi

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**II - Elective**			
Title of the Subject / course	**:**	**Corporate Social Responsibility**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	A fundamental assumption of Ethics & Social Responsibility is that organizations exists in uncertain, changing environment and continually confront new challenges and problems. Managers must find solutions to these concerns if organizations are to survive, prosper and perform effectively.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1.	Corporate Social Responsibility (CSR) – Meaning and Scope	**Case Study**	1. To have a good understanding of the different ways in which CSR can be managed effectively and integrated throughout an organization and acquire the practical skills to develop, manage and measure the impact of a CSR strategy. 2. Understand the ways in which CSR interventions can be planned, implemented, monitored and evaluated in an organization 3. Create an integrated approach to embed CSR within the core business and culture of an organization 4. Comprehend the ways in which CSR can make meaningful contribution to a sustainable culture within an organization
2.	CSR Models	**Case Study**	
3.	CSR and Business Ethics	**Case Study**	
4.	Role of Institutions in CSR	**Case Study**	
5.	Environmental Aspect of CSR: Environmental Issues for India and the world(Global Warming, Waste Disposal & Pollution) and CSR Efforts of Indian Companies for mitigation of these problems	**Case Study**	
6.	CSR and Corporate Sustainability: Introduction to Sustainability; Sustainability and its Challenges	**Case Study**	
7.	Global CSR	**Case Study**	
8.	Understanding Framework for Rating CSR: Global Reporting Initiatives, ISO 26000	**Case Study**	
9.	Project on CSR	**Case Study**	

Text books

1	MadhumitaChatterji, *Corporate Social Responsibility*, Oxford University Press.
2	Krishnamoorthy : *Environmental Management* (Prentice – Hall India)

Reference books

1.	Michael Blowfield and Alan Murray, *Corporate Responsibility*, Oxford University Press.

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**II - Elective**			
Title of the Subject / course	**:**	**Analysis of Financial Statements**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objective

1	To understand the advanced tools used in financial statement analysis and financial reporting. Students should learn to do in-depth analysis of the performance of a company

Prerequisites if any	Financial Accounting and Financial Management
Connections with Subjects in the current or Future courses	This subject will form the base for many advanced subjects in finance in the second year

Module

Sr. No.	Content	Activity	Learning outcomes
1	Economy-Industry-Company Analysis Top-down and bottom up approach Different macro-economic variable Inflation rate Interest rates Commodities exchange rates and their impact on equity markets	Theoretical discussion	Understanding the macro factors affecting company's performance
2	Cash Flow Analysis Measuring operating / financing and investing cash flows Cash flows and life cycle state of a company Cash flows and financial flexibility (linkages to dividend policy and over retention of profits)	Theoretical discussion and problem solving	Ability to measure the financial health of a company using cash flow analysis
3	Assessing Business Performance Operational efficiency ratios (gross profit, net profit margins and various turnover ratios) Liquidity rations – current ratio, acid test ratio Profitability ratios, valuation ratios EPS/ROE/ROCE/Total shareholder returns, linkages between ROE & ROCE & optimal capital structure and determinants of PE multiple, price to book value, EV/EBDITA multiple. EVA, MVA	Theoretical discussion and problem solving	Ability to measure the financial health of a company using on ratio analysis

Sr. No.	Content	Activity	Learning outcomes
4	Industry Specific Ratios Analysis of Performance of a FMCG company Analysis of performance of an IT company Analysis of performance of a banks under CAMEL framework	Industry specific assignments and discussion	Ability to do the ratio analysis to measure the financial health of companies in specific industry sectors
5	Free Cash flows to Equity / Firm Capitalization leasing expense and R&D expenditure, correct treatment for amortization expense and deferred taxes Measuring correct ROE & ROC after adjusting for inter-corporate investments. Implication of the above mentioned adjustments on fundamental valuations / company and PE or Price / Book Value or EBDITA multiple.	Theoretical discussion and exercises	Understanding the mechanism of calculating cash flow and specific ratios after considering some special items in financial statements
6	Forecasting FCFE / FCFF and Security Valuation	Problem solving and discussion	Ability to calculate the intrinsic value of the firm using FCFF and FCFE models
7	Valuation of a Company Discounted cash flows Terminal value Equity value multiples		Understanding the concepts of company valuation based on DCF approach
8	Financial Modeling Key financial statements Working capital schedule Depreciation schedule, amortization schedule Long-term items schedule Building income statement, shooting, completing the financial models.	Lecture and exercises	Ability to create an integrated model for valuing a company based on different variables using MS-Excel
9	Valuation in Practice Valuation of a company in manufacturing sector Valuation of a company in service sector Valuation of a start-up company Valuation of e-commerce company Valuation of a conglomerate company	Company specific discussion and assignments	Understanding valuation concepts and techniques for different categories of companies
10	Pricing of Stock – Guiding for investment decision	Lecturing and exercises	Ability to calculate the intrinsic value and target market price of stock based on various models.

Text Books

1	Principles of Corporate Finance – Myers and Brealey
2	Financial Management – M. Y. Khan and P. K. Jain
3	Financial Management – Prasanna Chandra

Reference Books

1	Fundamentals of Financial Management – James Van Horne
2	Financial Management and Policy Managerial Finance – E. F. Brigham & J. F. Houston

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**II – Elective**			
Title of the Subject / course	**:**	**Entrepreneurship Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To acquaint the students with both the theory and practice of Entrepreneurship,
2	to expose the sudents to the finer nuances of the subject, and,
3	to re-orient the outlook of students towards new business ventures and start ups and also to help them to look at these as a possible career option.

Prerequisites if any	Nil
Connections with Subjects in the current or Future courses	1) Entrepreneurship Management would both supplement and complement the knowledge gained after doing papers like Businss Environment in the second semester, and, 2) 2) it would also pave the way for studying papers like Strategic Management (Semester III) and Project Management (Semester IV).

Module

Sr. No.	Content	Activity	Learning outcomes
1	**(A) Entrepreneurial Perspective** : • Concept of entrepreneur, entrepreneurship and enterprise, advantages of entrepreneurship • Nature and development of entreprener and entrepreneurship	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
2	• opportunity -based entrepreneurship • social entrepreneurship • entrepreneurship by Dalits • technopreneurship	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
3	Gender bias and women entrepreneurs	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
4	Entrepreneurs, managers and intrapreneurs : similarities and differences	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
5	Innovation, creativity and entrepreneurship	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to

Sr. No.	Content	Activity	Learning outcomes
			realise and harness the potential of new ventures and start ups.
6	(B**) The Entrepreneurial Environment**: • Analysis of business opportunities in both the domestic and global economies, including the analysis of PEST factors	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
7	• Quick-start routes to establish a business (franchising, ancillarising and asquisitioning) • Support organisations for an entrepreneur and their role	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
8	• Legal framework for starting a business in India • The Make in India Campaign, the Digital India Campaign and the opportunities for start ups in India	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
9	(C**) The Enterprise Launching :** • Product / Project identification • Preparing a Business Plan	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
10	• Business financing, including venture capital finance and private equity	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
11	• Managing early growth of business • New venture expansion - strategies and issues	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
12	• International variations in entrepreneurship (including cultural and political differences) • Indian Family Business: genesis, features, issues and challenges	-- Do --	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
13	Presentations by students		To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.

Text books

1	Entrepreneurship Management by P N Singh and J C Saboo.
2	Entrepreneurship by Rajeev Roy
3	Entrepreneurship by Robert Hisrich, Michael Peters and Dean Shepperd

Reference books

1	Beyond Entrepreneurship by James C Collins and William C Lazier
2	Dynamics of Entrepreneurial Development by Vasant Desai
3	Entrepreneurship Development in India by B Ghosh

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**II – Elective**			
Title of the Subject / course	**:**	**Management Information System**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objectives	
1	To understand the basic concept data and information , Framework / structure and role of Information and Information Systems for business
2	Determining Information Needs for an individual & Organization for decision making process.
3	To understand the requirement & analysis of MIS across the functions of the Management and Sectors of the industry and business
4	To emphasis the Information System Development Process and Security /Privacy of MIS

Prerequisites if any	Need & understanding of Management Information System
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Determining Information Needs for an Organization/Individual managers for decision making process

Module

S.no.	Content	Activity	Learning outcomes
1	Basic Information concepts and definitions Framework and role of Information and Information Systems(IS) in an organization, system concept Characteristics of Information and Organization with respect to organization form, structure , philosophy, hierarchy etc	Lecture	1. Role of Information system in various organization 2. Sector wise application of Information System 3. Role of Information System in analyzing as well as decision making process 4. To understand the application of MIS across the function and different industrial sector
2	Types of Information System (IS)- Transaction Processing System for Operational Control, Management Information System for Management Control, Decision Support System and , Executive Information Systems for Strategic Management, Knowledge Base Information System (Artificial Intelligent/ Expert System)	Lecture & cases	
3	Determining Information Needs for an Organization/Individual Manager, Overview of use of data and	Lecture	

	Information , analysis of information, Value of information for decision making and decision making processes etc		
4	MIS across the functions of the Management and Sectors i.e Marketing Information Systems Manufacturing Information Systems Human Resource Information Systems Financial Information Systems Information System Required across the Sectors.	Lecture and cases	
5	Strategic roles of IS Use of Information for Customer Bonding and Business Alliance Breaking Business Barriers –Business Processes Reengineering Improving Business Quality – Creating Virtual Company – Using Internet Strategically Building Knowledge and Creating Company – Challenges of Strategic of IS – Enterprise –wide systems and E- Business Applications for business & competitive advantages		
6	Managing information systems Enterprise Management Information Resource Management Technology Management IS planning methodologies – Critical Success factors Business Systems Planning – Computer Aided Planning Tools.		
7	Information System Development and Security Information System development Process and Models Sensitize students to the need for information security, Concepts such as confidentiality, Integrity and Availability, Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments. Computer Crime –Privacy Issues		
8	Case Studies and Presentations		

Text books	
1.	Management Information System- Managing the Digital Firm , by Laudon and Laudon
2.	Principal of Information System , by Ralph M. Stair and Georg Raynold

Reference books	
1.	O'Brien, James A Management Information Systems, Tata McGraw Hill, New Delhi,
2.	Marvin Gore, Elements of Systems Analysis & Design, ,Galgota Publications.
3.	MIS a Conceptual Framework by Davis and Olson
4.	Analysis and Design of Information Systems by James Senn
5.	Case Studies : Case on ABC Industrial Gases – Author : Prof PradeepPendse
6.	Jessup &Valacich: Information Systems Today (Prentice Hall India)
7.	Management Information Systems – M.Jaiswal&M.Mittal – Oxford Publications.

Assessment	
Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**II - Elective**			
Title of the Subject / course	**:**	**Developing Teams and Effective Leadership**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	Developing and managing a team
2	Understand how to adapt your leadership style to effectively lead and influence others
3	Strategies for coping with team challenges
4	Define your leadership philosophy and learn how to communicate it
5	Earning trust and building relationships
6	Leading virtual teams

Prerequisites if any	Base knowledge of Management and HRM
Connections with Subjects in the current or Future courses	Organizational Behaviour and Leadership Theories

Module

Sr. No.	Content	Activity	Learning outcomes
1	Team Building	Role play	Types of Teams and Team Building Stages
2	Role of leader in team development	Role play	Manage your team, your boss, and your colleagues more effectively
3	Art of using negotiations, power and influence	Case studies	Influencing others from a position of authority
4	Stress Management and Time Management	Case studies	Effective management of time and strategies to handle stress
5	Leading Virtual Teams	Videos, Case studies	Strategies for leading a virtual team

Text books

1	Management - Hellriegel, Slocum and Jackson
2	Leadership Theories - Composite
3	

Reference books

1	Leadership – Warren Bennis
2	Organizational Behaviour – Ashwathapa
3	Personnel management – Arun Monappa

Assessment

Internal	40% - Tests, Assignments
Semester end	60% - Exam

PROGRAM : MMS

Semester	**:**	**II - Elective**			
Title of the Subject / course	**:**	**Intellectual Capital and Patenting**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To ensure the fact that students of Business and Managerial Studies are aware of the concept and respect of Intellect and Intellectually driven properties.
2	To know and study about the concept and types of Intellectual Property Rights.
3	To understand and appreciate the need to honour and not infringe upon the Intellectual Property Right of others.
4	To inculcate in the minds of the young managers, entrepreneurs and professionals, the processes and patterns that are emerging in the field of Intellectual Property.
5	To encourage the business fraternity to develop new products, ideas, constructs and properties on a continual basis.
6	To study, understand and acknowledge the trends across the globe in areas of Patenting and Intellectual Property Rights especially in the areas where India is a major player viz. Information Technology, Media, Automobiles and Education.

Prerequisites if any	Suited better for students who have studies Sciences or Law till their Graduation level but it certainly isn't a limiting factor.
Connections with Subjects in the current or Future courses	1. Understanding Innovation 2. Management for Technology 3. Business Intelligence 4. Information Technology Governance and Compliance 5. Business-to-Business

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to the concept of Intellect, Intellectual Property, Right, Duties and Intellectual Property Rights.	Class Room Discussions, Media Presentations	To appreciate the meaning of Intellectual Property
2, 3	Understanding of Philosophical and Legal Concept of Intellectual Property, Its importance, characteristics, features, impact.	Class Room Discussions, Case Studies, Media Presentations.	Understanding of the philosophical, ideological and Legal framework as used in the context of Intellectual Property.
4	The Economics behind Intellectual Property and Intellectual Property Rights.	Class Room Discussions, Case Studies, Media Presentations.	The relationship between Business and Intellectual Property Right and to appreciate the fact that the outlay incurred on protection of Intellectual Property isn't a Cost but an Investment for the Business
5, 6,	Types of Intellectual	Class Room	Understanding the actual scope and

Sr. No.	Content	Activity	Learning outcomes
7, 8	Property, namely, Trade Marks, Geographical Indications, Copyright, Industrial Design. Their respective definitions, characteristics, importance, scope, registration, infringement and protection. Indian Laws related to IPR.	Discussions, Case Studies, Media Presentations, real life case laws, judicial interpretations. Seminars, talks by legal experts should be encouraged at this stage to understand the statutory compulsions of Intellectual Property Rights.	extent of Intellectual Property. Their connection with Business and the need to protect them to ensure a congenial Business environment.
9, 10,11	Patent : Definition, Importance, Development, Type, Features and Essentials. Process of Registration, infringements : types, Protection. Licensing process : Software Licensing, General Licensing, Compulsory Licensing. Indian Laws related to Patent.	Class Room Discussions, Case Studies, Media Presentations, real life case laws, judicial interpretations. Seminars, talks by legal experts should be encouraged at this stage to understand the statutory compulsions of Intellectual Property Rights. Also, have representatives of Organisations, R & D experts who have developed worked on Patents in particular and Intellectual Property Rights sphere in general.	Understanding the actual scope and extent of Intellectual Property. Their connection with Business and the need to protect them to ensure a congenial Business environment.
12	International Protocols, Conventions, Trends and Scenario of Intellectual Property Rights. TRIPS, GATT etc.	Class Room Discussions, Case Studies, Media Presentations.	Appreciating and Understanding the Global view of IPR
13	IP Management, Concept of IP Management, Intellectual Property and Marketing, IP asset valuation	Class Room Discussions, Case Studies, Media Presentations.	Management and Intellectual Property. Monetisation and Evaluating IP.

Text books

1	Indian Patents Act, Indian Copyright Act, Indian Trademarks Act, Indian Designs Act.
2	TRIPS Agreement
3	Cornish : Intellectual Property.

Reference books

1	Nair and Kumar : Intellectual Property Rights.
2	Narayanan : Patent Law
3	Saxena : Trade Related Issues of Intellectual Property Rights and Indian Patents Act.

Assessment

Internal	40%
Semester end	60%

MMS Revised Guidelines under Credit Based Semester and Grading System:
(10 point grading system)

EXAMINATION / ASSESSMENT AND GRADING

Semester wise performance assessment of every registered learner is to be carried out through various modes of examinations. These include Internal Assessment and End Semester Examination. Internal Assessment includes class tests, home assignments based on live problems, course projects either in a group or individually. The modes of evaluation and distribution of weightage for each of the assessments is given in the syllabus manual of the programme. Normally weightage of Internal Assessment and End Semester Examination is 40 and 60 percentage respectively.

Mode of Assessment/Evaluation

Mode of Evaluation for Theory Course:-

The various modes of assessment used for rating learners' performance in a theory course include

1. Internal Assessment and End Semester Examination. Relative weightage for Internal Assessment is typically 40 percent and will be evaluated by the faculty as per his/her Teaching Learning Plan submitted at the beginning of the academic year.
2. The end semester examination will be held at the end of the Semester planned by the Institute and the relative weightage for this would be 60 percent. It is normally of 3 hours duration and will cover the full syllabus of the course. **The end semester examination is mandatory.** The **grade** for **theory courses** can be **awarded** only after **successful completion** of both **Internal Assessment** and **End Semester Examination** of the respective course.

Mode of Evaluation of Projects

If the performance of a student is to be evaluated through Project work for any course since for a subject like "Creativity & Innovation" the Internal Examination OR End Term Examination (written) may not be suitable method of evaluation then the project evaluation to be done as per the following guidelines keeping the ratio of Internal and End term Examination intact to 40 and 60 respectively.

The learner (individual / Group) to be given a **Project** – (Problem or a situation) for which he needs to Prepare the solution. This Project is to be graded, at the end of the respective semester. The projects are supervised or guided, and need regular interaction (atleast once a week) with the mentor/guide. Project group has to submit a project report and defend it in front of a panel of examiners. Panel of examiners for Project evaluation will be appointed by Head of Department/Institute. The project report will not be accepted if students fail to complete the project successfully and submit on or before the deadline given for the project submission.. The **grade** for **Project** can be awarded only after **successful completion** of **Term Work** and **Oral Presentation / viva-voce** as per the schedule.

For Example, if a faculty wants to evaluate the learners' performance through a project for 100 marks. He can devise the marks allocation as 40 marks for "the conceptual understanding of the Topic, Introduction and methodology he wishes to adopt and 60 marks for the actual data collected, usage of methodology he thought of , preparation and presentation of the report with conclusions and presentation to the panelists.

Another example is a subject, "Developing Teams and Effective Leadership". These skills should be learnt by doing rather than by learning theory and writing examination. Therefore, an institute offering this subject may evolve a suitable method of evaluation and break it into internal and end semester evaluation.

Grading of Performance

Letter Grade and Grade Point Allocation

The Revised Credit and Grading System will be effective from the academic year 2016-2017 for the Faculty of Management of University of Mumbai. In every Course, based on the combined performance in all assessments, in a particular Semester as per the curriculum/syllabus, the student is awarded a letter grade. These letter grades not only indicate a qualitative assessment of the learner's performance but also carry a quantitative (numeric) equivalent called the Grade Point. The letter grades and their equivalent grade point applicable for **MMS** program are given below:

A learner who remains **absent** in any form of **evaluation/examination, letter grade** allocated to him/her should be **AB** and corresponding **grade point** is **zero.** He/She should reappear for the said evaluation/examination in due course.

Range of percentage of Marks	Letter Grade	Grade Point	Performance	SGPA / CGPA Range
80 and above	O	10	Outstanding	9.51 – 10
75-79.99	A+	9	Excellent	8.51 – 9.50
70-74.99	A	8	Very Good	7.51 – 8.50
65-69.99	B+	7	Good	6.51 – 7.50
60-64.99	B	6	Fair	5.51 – 6.50
55-59.99	C	5	Average	4.51 – 5.50
50-54.99	P	4	Pass	4.0 – 4.50
Below 50	F	0	Fail	< 4
Absent	AB	0	Fail	

SGPA/ CGPA Calculation

Semester Grade Point Average (SGPA)

The performance of a learner in a semester is indicated by a number called Semester Grade Point Average (SGPA). The SGPA is the weighted average of the grade points obtained in all the courses by the learner during the Semester. For example, if a learner passes five courses (Theory/Projects etc.) in a semester with credits C_1, C_2, C_3, C_4 and C_5 and learners grade points in these courses are G_1, G_2, G_3, G_4 and G_5 respectively, then learners' SGPA is equal to:

$$\textbf{SGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + C_4G_4 + C_5G_5}{C_1 + C_2 + C_3 + C_4 + C_5}$$

The SGPA is calculated to two decimal places. The SGPA for any semester will take into consideration the "***F*** or ***AB***" grade awarded in that semester. For example if a learner has failed in course 4, the SGPA will then be computed as:

$$\textbf{SGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + C_4\text{*ZERO} + C_5G_5}{C_1 + C_2 + C_3 + C_4 + C_5}$$

Cumulative Grade Point Average (CGPA)

An up to date assessment of the overall performance of a learner from the time s/he entered the University of Mumbai is obtained by calculating a number called the Cumulative Grade Point Average (CGPA), in a manner similar to the calculation of SGPA. The CGPA therefore

considers all the courses mentioned in the curriculum/syllabus manual, towards the minimum requirement of the degree learner have enrolled for. The CGPA is calculated at the end of every semester to two decimal places and is indicated in semester grade report cards.The CGPA will reflect the **failed status** in case of **F grade(s),** till the course(s) is/are **passed**. When the **course(s)** is/are **passed** by obtaining a **pass grade** on subsequent examination(s) the **CGPA** will only reflect the **new grade** and not the **fail grades** earned earlier.

Example: Up to semester ***r*** a learner has registered for ***n*** courses, among which s/he has "***F***" grade in i^{th} course. The semester grade report at the end of semester ***r*** therefore will contain a CGPA calculated as:

$$\textbf{CGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + \ldots C_i{*}ZERO + \ldots + C_nG_n}{C_1 + C_2 + C_3\ldots + C_{i+} \ldots + C_n}$$

Even if a learner has **failed** in a course **more than once,** the course will figure **only once** in the **numerator** as well as the **denominator**. At the end of semester ***r+1*** s/he has appeared for examination for ***k*** number of courses including the i^{th} **backlog course** and has cleared all the courses including the **backlog course,** the CGPI at the end of this semester is calculated as,

$$\textbf{CGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + \ldots C_i{*}G_i + \ldots + C_nG_n}{C_1 + C_2 + C_3\ldots + C_{i+} \ldots + C_n}$$

There will also be **a final CGPA** calculated which considers **all the credits earned** by the learner specified for a particular programme.

Illustration of Computation of SGPA and CGPA

Computation of SGPA and CGPA

i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e

SGPA (Si) = Σ(Ci x Gi) / ΣCi

where Ci is the number of credits of the *i*th course and

Gi is the grade point scored by the student in the *i*th course.

ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

CGPA = $\Sigma(Ci \times Si) / \Sigma Ci$

where Si is the SGPA of the *i*th semester and

Ci is the total number of credits in that semester.

iii. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts. A Successful learner who has passed in all the courses of each Semesters i.e Semester I, Semester II, Semester III and Semester IV shall be awarded grades as shown in the table given below:

Grade Table: - Grade Allocation under 10 point grading scale in CBSGS.

Range of percentage of Marks	Letter Grade	Grade Point	Performance	SGPA / CGPA Range
80 and above	O	10	Outstanding	9.51 – 10
75-79.99	A+	9	Excellent	8.51 – 9.50
70-74.99	A	8	Very Good	7.51 – 8.50
65-69.99	B+	7	Good	6.51 – 7.50
60-64.99	B	6	Fair	5.51 – 6.50
55-59.99	C	5	Average	4.51 – 5.50
50-54.99	P	4	Pass	4.0 – 4.50
Below 50	F	0	Fail	< 4
Absent	AB	0	Fail	

Example to illustrate the computation of SGPA and CGPA

Semester I

Subject	**Marks**	**Grade**	**Grade Point (Gi)**	**Credits (Ci)**	**Ci*Gi**	**SGPA**
Sub-1	95	O	10	4	40	SGPA = 108/16 = 6.75
Sub-2	59	C	5	4	20	
Sub-3	59	C	5	4	20	
Sub-4	68	B+	7	4	28	
Credits Earned				**16**	**108**	
Remarks:					**Grade: B+**	Range 65-69.99

Semester II

Subject	**Marks**	**Grade**	**Grade Point (Gi)**	**Credits (Ci)**	**Ci*Gi**	**SGPA**
Sub-1	60	B	6	4	24	SGPA= 120/16 = 7.50
Sub-2	65	B+	7	4	28	
Sub-3	66	B+	7	4	28	
Sub-4	80	O	10	4	40	
Credits Earned				**16**	**120**	
Remarks: Successful					**Grade: B+**	Range65-69.99

Semester III

Subject	**Marks**	**Grade**	**Grade Point (Gi)**	**Credits (Ci)**	**Ci*Gi**	**SGPA**
Sub-1	62	B	6	4	24	SGPA = 128/16 = 8.00
Sub-2	68	B+	7	4	28	
Sub-3	85	O	10	4	40	
Sub-4	78	A+	9	4	36	
Credits Earned				**16**	**128**	
Remarks: Successful					**Grade: A**	range 70-74.99

Semester IV

Subject	Marks	Grade	Grade Point (Gi)	Credits (Ci)	Ci*Gi	SGPA
Sub-1	89	O	10	4	40	SGPA = 96/12 = 8.00
Sub-2	63	B	6	4	24	
Sub-3	72	A	8	4	32	
Credits Earned				**12**	**96**	
Remarks: Successful					**Grade: A**	range 70-74.99

Calculation of CGPA

Semester	SGPA (Si)	Credits (Ci)	Si*Ci	CGPA	
I	6.75	16	108	CGPA= 452/60 = 7.53	**Grade: A**
II	7.5	16	120		
III	8	16	128		
IV	8	12	96		
Total Credits Earned		**60**	**452**		range70-74.99

Heads of Passing

Internal Assessment (IA) and End Semester Examination (ESE) should be two separate heads for passing. E.g. 40 marks (IA), 60 marks (ESE). Passing standard will be 50% in each individually, i.e 20 marks in (IA) and 30 marks in ESE.

3.6 Promotion of Learner and Award of Grades

A learner will be declared **PASS** and be eligible for **Grade** in M.M.S. course (**Post Graduate Programme**) if a learner secures **at least 50% marks separately in each head of passing as** mentioned above.

Report Card will contain only Grades and no numerical marks.

At the end of each Semester the Grade card which states the performance of the learner in that Semester, is prepared and issued to the leaner. The Grade Card will contain the courses undertaken by the learner, credits of each course, Grade obtained by the learner and SGPA / CGPA in the format given by the University.

Carry Forward of Marks

In case of a learner who does not fulfill criteria mentioned in section 3.4 and fails in the **Internal**

Assessment and/or **End Semester Examination** in one or more courses:

- A learner who **PASSES** in the **Internal Assessment** but **FAILS** in the **End Semester Examination** of the course shall reappear for the **End Semester Examination** of that course. However his/her marks of the **Internal Assessment** shall be **carried over** and he/she shall be entitled for grade obtained by him/her on passing.
- A learner who **PASSES** in the **End Semester Examination** but **FAILS** in the **Internal Assessment** of the course shall **reappear** for the **Internal Assessment** of that course. However his/her marks of the **End Semester Examination** shall be **carried over** and he/she shall be entitled for grade obtained by him/her on passing.

Re-examination of Internal Assessment and End Semester Examination

Re-examination for **Internal Assessment and End Semester Examination** should be completed, as per the schedule planned by the respective institutes, before the commencement of next semester theory examination.

Example: A learner who is supposed to reappear for ***Internal Assessment or End Semester Examination*** in semester-I course will appear for the re-examination before commencement of End Semester Examination of semester -II. However, if a learner has to appear for the re-examination for a subject in semester II then the examination should be conducted and the result should declared by the institute before the examination forms for the semester III are sent to the University.

Re-examination of Internal Assessment will be based on single examination having same marks as of original assessment. A learner who supposed to reappear for Internal Assessment will be given some work by the concerned teacher. The work assigned can be of the form of a course project/ assignment problems/ test/ tutorials etc. A learner will do the submission of the assigned work in the predefined period. Records should be maintained properly for all the re-examinations as well as Internal Assessments.

Rules for Standard of Passing and Allowed to Keep Terms (ATKT)

1. Under the newly introduced credit based grading system of MMS programme, a learner in order to pass has to obtain minimum 50% marks in aggregate consisting of minimum 50% marks in each set of the examinations separately i.e. internal examination and external examination, as per the standard of passing.
2. Learner(s), who do not obtain minimum 50% marks in subject(s)/paper(s)/course(s) either in the internal assessment or in the external examination or both, shall be declared as "Fail" as per the standard of passing of examination.
3. A learner failing in not more than two subjects/papers/courses in the Semester I exam shall be allowed to keep terms in Semester II of the MMS programme.
4. A learner who has failed in more than two subjects/papers/courses in the Semester I exam, shall not be permitted to proceed to Semester II of his/her first year MMS programme. He/ She will, however, be eligible to re – appear for the subjects in which he /she has failed in the first semester by re – registering himself/herself in the supplementary examination to be conducted by the institute.
5. A learner who has passed in both the semester examinations conducted by the institute i.e.: Semester I and Semester II examinations shall be eligible for admission into Semester III of the MMS programme.
6. A learner failing in not more than two subjects/papers/courses in the Semester III examination shall be allowed to keep terms in Semester IV of the MMS programme.
7. A learner, who has failed in more than two subjects/papers/courses in Semester III, shall not be permitted to proceed to Semester IV of his/her second year MMS programme. He/She will, however, be eligible to re – appear in the subjects in which he /she has failed in the third semester by re – registering himself/herself in the supplementary examination to be conducted by the institute/university or both.

8. A learner who has passed in all of the semester examinations of MMS i.e Semester I, Semester II, Semester III, Semester IV examinations shall not be allowed to re – register himself/herself for improvement of his/her semester examination results.
9. A learner who has not appeared in the internal examinations conducted by the institute for due to hospitalization shall as a special case be permitted to appear in those subject(s)/course(s)/paper(s) in the supplementary examination conducted by the institute after he/she furnishes a valid medical certificate certified by the rank of a civil surgeon or superintendent of Government hospital to the satisfaction of the Principal/Director of the institute.

SEMESTER EXAMINATIONS

The MMS degree programme under the new credit based grading system shall be of two years duration consisting of Four (04) Semesters. The semester examinations for the Master of Management Studies will be held at the end of every semester i.e at the end of Semester I, Semester II, Semester III and Semester IV. The Semester I examination will be held in the Second half of the academic year in which the learner was admitted (i.e November/December), Semester II examination will be held in the first half of the calendar year (April/May), The Semester III examination will be held in the Second half of the academic year (i.e November/December), Semester IV examination will be held in the first half of the calendar year (April/May) respectively.

UNIVERSITY OF MUMBAI

Restructured & Revised Syllabus under

Credit based Semester and Grading System

for

Master of Management Studies (MMS)
Semester I & II

2 Years full-time Masters Degree Course
in Management

(Effective from the academic year 2016 – 2017)

Title

Name of the Programme: - MASTER OF MANAGEMENT STUDIES (MMS)

Nature of the Programme: - MMS (Master of Management Studies) is a 2 year Full time Master's Degree course of University of Mumbai.

Eligibility Criteria

as per the directives of Directorate of Technical Education, Government of Maharashtra

Preamble

We see a kind of Education inflation in India. This means that a particular qualification which served a purpose at one time or is supposed to fulfill is no longer perceived to be enough in today's times. It requires an additional degree or certification to become truly employable. Hence, it becomes important to bring relevance and constant innovation in curriculum, pedagogy, emphasis on 'learning by doing' so as to make students future ready and employable. MMS kind of programmes have to take into account this reality. It needs to metamorphose into an Application oriented programme.

Secondly, let us refer to a section of young people and particularly those who have reached at the higher education level. They have access to much more information than their previous generations. Free content through the internet, open source knowledge, new media platforms has led to higher level of exposure for the youth. Hence the MMS classroom can no longer be a place just for knowledge dissemination. It needs to help the youth to go into the depth of matters, make meaning out of available information, learn problem solving in whichever domains they are inclined to and yet be holistic in their thinking due to the interconnections and interdependencies in the world. One must also be mindful that independent decision making must be encouraged for students at the Post graduate level. This means that students at this stage must chart their professional career while being lifelong learners. This process begins during the programme itself and hence the MMS now needs to offer a plethora of optional subjects which are chosen by the students as per their own abilities and aspirations. This will help them to sharpen their focus early on.

Thirdly, in India low cost innovation, offerings for different demographics, emerging markets in rural / tier 2 or 3 towns / urban lower classes are changing the business landscape. Management education has to gear up to nurture people to create new opportunities in this situation.

Another point of relevance is that professional management is now required in other arenas too like social entrepreneurship, public governance and in running voluntary organisations. This renders the scope of the MMS to be more broad-based now.

Along with employability, entrepreneurship must be a thrust area for management graduates. The MMS programme must thus prepare potential entrepreneurs to base their ventures on solid offerings for sustained greatness. They also need to be warned and shielded from the temptations of riding on a perceived wave.

The future of management and business can be sustained only if business is carried out in an ethical and responsible way. Sustainable development is no longer a choice but the only way of taking mankind forward. Sustainable development is not an isolated subject. It needs to be the underlying theme in every domain and practice.

Disciplines are merging in the new economy. Changing values, beliefs, attitudes are causing a new social order. All this impacts industry and redefines industry. The MMS programme needs to help people to navigate through this reality.

The restructured and revised curriculum for MMS is developed considering the current industry needs in terms of skill sets demanded under new business environment. It also endeavours to align the programme structure and course curriculum with student aspirations and corporate expectations.

Need for Revision and Restructure of MMS Curriculum

Revision is a learning process. As Donald Norman points out in Things That Make Us Smart, Human intelligence is highly flexible and adaptive, superb at inventing procedures and objects that overcome its own limits. The real powers come from devising external aids that enhance cognitive abilities. To serve our students with developmental needs, a review of the developmental curriculum and institutional structure were needed in order to determine whether the developmental areas reflect recognized best practices. The developmental areas are defined as courses or services provided for the purpose of helping underprepared college students attain their academic goals.

The Current Scenario

1. Changing global facets of businesses and economies
2. Dynamism in industry practices and evolution of technology
3. Emergence of new businesses and business practices
4. Thrust on Application oriented and experiential learning
5. Expectations of Key stakeholders viz. Students, Industry and Academicians

This has led to

Gaps in Current Curriculum

1. Lack of specialized in – depth knowledge in a specific domain.
2. Lack of thrust on current management practices.
3. Absence of cross-functional skills and holistic thinking.
4. The challenge is to become a place, where leadership is promoted and nurtured with a long-term vision.
5. B-schools must be creative and introduce innovative courses for the overall development of the students.

Objectives for New Curriculum

The MMS programme prepares a student for a career in diverse sectors nationally as well as globally. The MMS programme facilitates absorption & application of knowledge in theory and practice across multiple functional areas of management and enables students to adopt an integrated approach towards real life situations and circumstances.

The Objectives of New Curriculum are

1. To thrive in complex reality and to acquire a systemic understanding of what organizations are, how they work and how they can interact effectively with their commercial, social and physical environment
2. To nurture and develop higher consciousness, cognitive flexibility by developing a strong base to build professional career and to channel that knowledge into a targeted career direction
3. To Change mindset of the Learner and to develop well trained leaders and managers who are responsible citizens.
4. Incorporate some flexibility for institutes to teach new and contemporary curriculum for greater employability of their students.
5. Make the course attractive for large number of students to specialize in the existing domains and other attractive new domains like education management, corporate law and consultancy streams.
6. Institutions should also inculcate multitasking abilities amongst students, learning foreign languages and advanced IT knowledge so that they can perform better in the chosen field nationally and internationally
7. Providing more flexibility to individual Institutes for introducing courses/electives.

The goal is aimed at to imbibe and enhance the following skill sets

1. Exposure to Global practices
2. Application of technology and enhancement of technological skills
3. Peer based learning and team work
4. Experiential Learning (Learning by Action and Application)
5. Team building basics and its orientation

With the breadth and depth of our **core** and **electives**, students can take a multi-disciplinary approach or delve deeply into a single area.

Highlights of the New Curriculum

1) additional choices in electives from 1st semester
2) Providing the much needed flexibility to individual Institutes to carve a niche for themselves
3) Reduction in the number of subjects in all semesters to enable students to delve deep into the domain specialization subjects and utilize the time for employment oriented training for their employability.
4) Commencement of Specializations from 3rd Semester.
5) Augmentation in the number of electives starting from 2nd semester to provide greater flexibility and choice from the career perspective.

Structure of the Revised MMS Curriculum

The courses under the revised structure and curriculum fall under two categories of **Core** (common for all specializations), and **Electives** (choice for students within specializations) leading towards super specialization. The electives component will provide flexibility and allow the institutes to provide some initiatives in new courses, coaching and mentoring process to nurture professional competencies. List of elective courses allows flexibility for institutes to teach courses keeping in mind industry needs and student's profile so as to enable them to position themselves based on their areas of expertise.

The essence of this structure is to encourage students to "**think like a mountain"**, starting with a broad canvas to assimilate knowledge from all facets of management and meticulously move towards acquisition and practice of excellence in a specific and desired domain of expertise.

Learning Pedagogy

1. Foundation Course is the cornerstone of the MMS program. It is offered before the commencement of MMS programme to acquaint with the basics of the course.
2. The first semester is the foothill, where the odyssey begins. A common base of knowledge essential for all management professionals. The first semester shall be consisting of 8 subjects - 5 (five) core and 3 (three) elective from the bunch of 10 subjects.
3) Having cleared the foothills, students in the second semester endeavour to attain further skill sets through an integrated frame work, which guides them towards their desired field through subtle introduction of relevant subjects. The second semester would consist of eight subjects of which 5 subjects would be core subjects and 3 subjects would be electives from the bunch of 10 subjects.

Teaching Pedagogy

Teachers are expected to impart knowledge along-with traditional teaching through new and innovative pedagogical approaches.

Some of these techniques are: -

Reading, Group Discussions, Lectures, Role plays, Field Work, Workshops, Counseling Sessions, Watching Educational and Informative Videos, Assignments, Quizzes, Tests, Live Projects, Case Studies, Presentations, Simulations, Industrial Visits, Participation in academic and extra – curricular activities, inculcation of industry specific skills and training & development sessions.

UNIVERSITY OF MUMBAI , MUMBAI

Masters in Management Studies - Semester I (CBGS)

with effect from Academic Year 2016-17

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Perspective Management	27	2	40 IA	60 IA	100	3hr	4
2	Financial Accounting	27	2	40 IA	60 IA	100	3hr	4
3	Business Statistics	27	2	40 IA	60 IA	100	3hr	4
4	Operations Management	27	2	40 IA	60 IA	100	3hr	4
5	Managerial Economics	27	2	40 IA	60 IA	100	3hr	4

3 ELECTIVES OUT OF 10								
1	Effective and Management Communication	27	2	40 IA	60 IA	100	3hr	4
2	Business Ethics	27	2	40 IA	60 IA	100	3hr	4
3	Ecommerce	27	2	40 IA	60 IA	100	3hr	4
4	Organizational Behaviour	27	2	40 IA	60 IA	100	3hr	4
5	Introduction to Creativity and Innovation Management	27	2	40 IA	60 IA	100	3hr	4
6	Foreign Language (Other than English)	27	2	40 IA	60 IA	100	3hr	4
7	Negotiation and Selling Skills	27	2	40 IA	60 IA	100	3hr	4
8	IT Skills for Management and Technology Platform	27	2	40 IA	60 IA	100	3hr	4
9	Information Technology for Management	27	2	40 IA	60 IA	100	3hr	4
10	Personal Grooming / Personal Effectiveness	27	2	40 IA	60 IA	100	3hr	4
							Total No of Credits	**32**

UA: University Assessment **IA: Internal Assessment**

Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester I

Sr. No.	Core	Sr. No.	Electives (Any 3)
1	Perspective Management	1	Effective and Management Communication
2	Financial Accounting	2	Business Ethics
3	Business Statistics	3	Ecommerce
4	Operations Management	4	Organizational Behaviour
5	Managerial Economics	5	Introduction to Creativity and Innovation Management
		6	Foreign Language (Other than English)
		7	Negotiation and Selling Skills
		8	IT Skills for Management and Technology Platform
		9	Information Technology for Management
		10	Personal Grooming / Personal Effectiveness

Note:

1 All subjects / papers for Semester I will be internally assessed by the institute. The Criteria for the same is given below

a) Attendance and Class Room Participation 10 Marks

b) Minimum 3 criteria to be picked up from the below given list

- Mid term Test (Min 1)
- Group Presentations
- Role Plays
- Case Studies
- Assignments
- Projects
- Quizes

2 Institute will have the discretion to select minimum 3 (three) subjects or more from given list of 10 subjects. Total 32 credits has to be obtained.

3 Any new elective proposed to be introduced by the Institute, apart from electives listed in the new syllabus, need to take prior approval from Board of Management Studies of the University in writing outlining the details of the course with learning objectives, learning outcomes, detailed syllabus, teaching learning plan and course evaluation procedures atelast 6 months in advance before the commencement of the semester.

PROGRAM : MMS

Semester	**:**	**I - Core**			
Title of the Subject / course	**:**	**Perspective Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To explain the relationships between organizational mission, goals, and objectives
2	To comprehend the significance and necessity of managing stakeholders
3	To conceptualize how internal and external environment shape organizations and their responses
4	To develop critical thinking skills in identifying ethical, global, and diversity issues in planning, organizing, controlling and leading functions of management
5	To Understand organizational design and structural issues
6	To understand that citizenship involves taking conscious steps for societal advancement at individual level and organizational level

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Fundamentals for personal and organisational success Fundamentals of personal leadership	Lecture, interaction, discussion.Examining success stories through videos of industry pioneers followed by discussion	The student will be able to look at multiple perspectives that impact business and life.
2	Management: Science, Theory and Practice – The Evolution of Management Functions of Management Nature and purpose of Planning Objectives, Strategies, Policies and Planning Premises – Decision making – Global Planning	Self-study, Discussion, Quiz	To demonstrate empirical understanding of various organizational processes and behaviors and the theories associated with them
3	Managing your career and understanding organisational dynamics: - Leadership functions and corresponding skills required - Choosing the right positions	Discussion	The student will be able to demonstrate leadership behaviours which will be three pronged: leading self, leading others and leading for change and impact.

Sr. No.	Content	Activity	Learning outcomes
	- Special dilemmas of early career - Landing stretch assignments - Building a network of relationships - Challenges faced by the minority - Developing ethical judgment - Assessing your career		
4	Managing in adversities / Management of crisis	Case Study	The Student will explore different approaches and their consequences during crisis management
5	Social Responsibility, Ethics and Sustainable Development	Discussion, Case study, Group work, Movie, Student Presentation, Debate on MBA Oath	To understand the role of managers and citizens in society
6	Mind control and spiritual Quotient	Literature Reading, Discussion	The Student will learn ways of staying positive and having a healthy mind
7	Role and Responsibilities of a Manager, Effective and Ineffective Managerial styles	Caselets, role plays and discussions	To understand the roles and functions of managers at various (entry, middle and the top) levels
8	Difference between management and leadership, Understanding Level 5 Leadership	Literature reading and Discussion	The student will understand the behavior, skills and mindset of a manager and of a leader.
9	Strategic Management – Definition, classes of decisions, levels of decision, Strategy, Role of different Strategists, Relevance of Strategic Management and its benefits, Strategic Management in India	Discussion, Student Presentations, Case study	The Student will understand various concepts and examples related to Strategic Management
10	Change Management	Discussion, Movies, Case study	The Student will learn about the various steps to be followed to bring about change
11	Total Quality Management	Discussion, Quiz	The Student will understand the concepts and examples of TQM

Text books

1	Principles and Practices of Management by DrKiranNerkar and Dr Vilas Chopde
2	Principles of Management – Davar
3	Essentials of Management – Koontz &Weihrich
4	Strategic Management – V S P Rao& V Hari Krishna

Reference books

1	The Leader Within – DreaZigarmi, Michael O'Connor, Ken Blenchard, Carl Edeburn
2	The Action-Centred Leadership – John Adair
3	Good to Great – Jim Collins
4	Leadership – Rudolph Guliani
5	The Mind and its Control – Swami Budhananda
6	Management – a competency building approach – HeilReigel / Jackson/ Slocum

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**I - Core**			
Title of the Subject / course	**:**	**Financial Accounting**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objective

1	To understand the basic concepts and fundamentals used in financial accounting.
2	To learn all the intricacies of corporate financial statements.

Prerequisites if any	
Connections with Subjects in the current or Future courses	This subject will provide basic knowledge of accounting which will be useful and required for the subjects in the area of finance in the upcoming terms

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to Accounting Meaning and necessity of accounting Accounting cycle An overview of Financial Statements – Income Statement and Balance Sheet	Lecture and discussion	Clarity and understanding of the basic concepts of accounting and financial statements
2	Introduction and meaning of GAAP, IFRS and Ind AS Important Accounting Standards Concepts used in accounting Concepts related to Income Statement and Balance Sheet Accounting Equation and its relation to accounting mechanics	Theoretical discussion and explanation	Ability to apply the principles and concepts of accounting in preparing the financial statements
3	Accounting mechanics and process leading to preparation of Trial Balance and Financial Statements	Theoretical discussion and exercises	Ability to execute the accounting process- Recording- Classifying and Summarizing. Understanding the use of accounting software
4	Preparation of Financial Statements with Adjustment - 'T' form and vertical form of financial statements Detailed discussion and understanding of various items in Schedule III Preparation of Corporate Financial Statements and Notes to Accounts	Theoretical discussion and problem solving	Detailed and in depth understanding of all the items in the corporate financial statements
5	Revenue recognition and measurement Capital and revenue items Treatment of R & D expenses Preproduction cost Deferred revenue expenditure etc.	Theoretical discussion and exercises	Understanding the principles of revenue recognition and ability to distinguish between revenue and capital income and expenditure and their treatment in corporate financial statements
Sr.	**Content**	**Activity**	**Learning outcomes**

No.			
6	Fixed Assets and Depreciation Accounting	Theoretical discussion and problem solving	Understanding different methods of depreciation and their impact on profitability and asset valuation
7	Evaluation and accounting of Inventory	Theoretical discussion and problem solving	Understanding the concepts of inventory valuation and their effect on profit and cost of goods sold.
8	Fund Flow Statement Cash Flow Statement	Problems and exercises with theoretical discussion	Ability to prepare a statement of changes in financial position with respect to working capital and cash flow.
9	Corporate Financial Reporting – Reading of Annual Report, Presentation and analysis of audit reports and directors report. (Students should be exposed to reading of Annual Reports of companies both detailed and summarized version)	Assignment discussion	Ability to read Annual Reports, Presentation and analysis of audit reports and directors' report
10	Basics of Cost Accounting	Theoretical discussion	Understanding basic cost concepts and ability to prepare a simple cost sheet
11	Ethical Issues in accounting	Theoretical discussion	Understanding the difference between errors and frauds; creative accounting and the Corporate Governance Report.

Text Books

1	Financial Accounting for Management – Dinesh D Harsolekar
2	Financial Accounting –Text and Cases – Dearden and Bhattacharyya
3	Accounting- Text and Cases – Robert Anthony, david Hawkins and Kenneth Merchant

Reference Books

1	Financial Accounting - Reporting & Analysis – Stice and Diamond
2	Full Text of Indian Accounting standard – Taxmann Publication
3	Financial Accounting for Managers – T.P. Ghosh
4	Financial Accounting – R. Narayanaswamy

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**I - Core**			
Title of the Subject / course	**:**	**Business Statistics**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objectives

1	To know statistical techniques
2	To understand different statistical tools
3	To understand importance of decision support provided by analysis techniques
4	To appreciate and apply it in business situations using caselets, modeling, cases and projects
5	To understand Managerial applications of Statistics

Prerequisites if any	Basic Mathematics
Connections with Subjects in the current or Future courses	Operations Research, Economics, Research Methodology, Quantitative Techniques, Project Management, Financial Management, production and operations management,

Module

Sr. No.	**Content**	**Activity**	**Learning outcomes**
1	Revision of Data Representation, Central Tendency and Dispersion Kurtosis and Skewness	Problem solving, cases demonstrating typical uses of mean, mode median, Use of Microsoft Excel, available software	Learner will be able to apply these basic concepts in business situations, Analyse charts graphs to analyse business situations
2	Probability- Axioms, Addition and Multiplication rule, Types of probability, Independence of events, probability tree, Bayes' Theorem	Solving problems and Caselets, Writing short cases	Understand the uncertainty in business situations as probability
3	Concept of Random variable, Probability distribution, Expected value and variance of random variable, conditional expectation, Classical News Paper boys problem(EMV, EVPI)	Problem solving , Creating decision tree, cases	Understand decision under risk, use of conditional expectation as basis for comparison
4	Probability distributions Binomial, Poisson, Normal	Problem solving, Microsoft excel, cases	Use of distributions in Quality control, Six sigma and process control
5	Sampling distribution	Problem solving, Microsoft excel	Importance of Central limit theorem
6	Estimation- Point estimation , Interval estimation	Problem solving, Microsoft Excel	Understand Confidence interval as way of hypothesis testing
7	Hypothesis testing- students t, Chi square, Z	Problem solving, Microsoft excel, cases	Use in research

Sr. No.	Content	Activity	Learning outcomes
8	Analysis of variance- one way, two way	Problem solving, Microsoft excel, cases	Use in research
9	Correlation and regression Analysis and significance	Problem solving, Microsoft excel, cases	Understand Model building

Text books

1	Statistics for Management	Richard Levin , David Rubin, Prentice Hall of India
2	Statistics for Managers	Levine, Stephen, Krihbiel, Berenson, Pearson Education
3	Complete Business Statistics	Aczel Sounderpandian, Tata McGraw Hill

Reference books

1	Statistics for Business and Economics	Newbold, Carlson, Thorne, Pearson Education
2	Statistics for Business and Economics	Anderson, Sweeney, Williams, Cengage Learning
3	Data Analysis and Decision Making	Albright, Winston, Zappe, Thomson

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**I - Core**			
Title of the Subject / course	**:**	**Operations Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objectives

1	To expose a student of Management to operations principles.
2	To understand basic operating principles in product and service industry
3	To be able to apply different analytical techniques of operations Management in different industry sectors like hotel, hospital, mall, BPO, Airlines, manufacturing, consulting etc.

Prerequisites if any	Exposure to MS-excel
Connections with Subjects in the current or Future courses	Manufacturing Resources planning and control, Quantitative models in Operations, Operations analytics, Operations applications and cases

Module

Sr. No	Content	Activity	Learning outcomes
1	Introduction to Operations Management, applications in product and service industry, use of competitive advantage	Lecture, examples	Understand the basic concepts and learn how to apply the same.
2	Process analysis in Industry	Lectures, cases	Understand the physical processes
3	Facility location	Lecture, examples	Understand characteristics of equipment, machines and workflow
4	Facility layout	Lecture, examples	Understand characteristics of equipment, machines and workflow
5	Inventory Management, EOQ,ABC analysis, Discount policy	Lecture, examples, cases	Understand how, when, what and how much to order, stock and cost implications
6	Capacity and introduction to aggregate planning, PPC	Lecture, examples, cases	Understand capacity utilization, overall production planning and control
7	Basics of MRP	Lecture, examples, cases	Understand concept of dependency
8	Sequencing techniques	Lecture, examples,	Understand and implement optimal ordering of jobs
9	Introduction to Service Operation management	lecture, examples, cases	Understand application of operation to services
10	Work study and method study	lecture, examples	Understand measurement of time management
11	QC and SQC	lecture, examples	Understand quality and control methods, understand sources of variation and identify them on charts, process improvement

Sr. No	Content	Activity	Learning outcomes
12	ISO systems, Value engineering and analysis	lecture	Understand global standards, cost reduction
13	Introduction to supply chain management	Lecture	Understand basic concept of supply chain
Cases and presentation			

Text books

1 Theory & Problems in Production & Operations Management- S N Chary, Tata McGraw Hill
2 Production & Operations Management -Kanishka Bedi , Oxford University Press

Reference books

1 Production and Operations Management-S N Chary, Tata McGraw Hill
2 Production and Operations Management- Chunawalla & Patel, Himalaya Publishing
3 Operations Management for competitive advantage-Chase & Jacob, McGraw-Hill/Irwin

Assessment

Internal	40%
Semester end	60%

PROGRAMME : MMS

Semester	**:**	**I - Core**			
Title of the Subject / course	**:**	**Managerial Economics**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To enable the students to understand both the theory and practice of Managerial Economics,
2	To ensure that the students are in a position to appreciate the finer nuances of the subject.
3	To help the students in applying the knowledge so acquired in policy planning and managerial decision making.

Prerequisites if any	Nil
Connections with Subjects in the current or Future courses	1) This would be a pre-requisite to the second semester paper on Business Environment, which mainly deals with macroeconomic issues, and, 2) Both Managerial Economics and Business Environment papers also constitute the base for studying Strategic Management, which is a University paper in the third semester.

Module

Sr. No	Content	Activity	Learning outcomes
1	Introduction to Managerial Economics: The meaning, scope and methods of Managerial Economics, Dominic Salvatore model of application of Economics to business decision making. Scarcity, choice & production possibility curve.	Lecture& case study	The students should be able to decipher, analyse and apply the theory and practice of Managerial Economics
2	Consumer Behavior- I: Demand, types of demand, factors affecting demand & demand function. Making of linear demand function & linear demand curve. Law of demand. Consumer's surplus	Lecture& case study	Students develop an understanding of a businessman need to locate various factors affecting demand of his product and plan marketing & business strategies accordingly. Students develop an understanding of the practical application of law of demand.
3	Consumer behavior – II: Concept of elasticity of demand and its significance for a businessman. Types of	Lecture& case study	Students develop an understanding of the various concepts and its applications.

Sr. No	Content	Activity	Learning outcomes
	Elasticity – Price Elasticity of Demand, Income Elasticity of Demand, Cross elasticity of demand & Promotional Elasticity of Demand, Demand forecasting – features, significance & methods		
4	**Supply** – concept of supply, factors affecting supply& the law of supply Determination of equilibrium price :effects of changes in demand & supply on equilibrium price	Lecture & case studies	Students should understand the analytics of supply and demand and its various uses.
5	Production Function: Concept, Isoquant &Isocost analysis	Lecture and a case study	Student should get an holistic understanding of production economy.
6	Laws of returns to scale, economies & diseconomies of scale		
7	Revenue Analysis, Cost analysis and break even analysis	Lecture	Students will follow the relationship between costs, revenues, profits and losses
8	Types of markets: perfect competition, monopoly, oligopoly & monopolistic competition – features and price determination	Lectures & case study	Students will learn about the intricacies of the various market forms and their impact on the economy and business.
9	Types of markets: perfect competition, monopoly, oligopoly & monopolistic competition – features and price determination	Lectures & case study	Students will learn about the intricacies of the various market forms and their impact on the economy and business.
10	Pricing practices: Factors affecting pricing decision. Marginal cost pricing, mark up pricing, transfer pricing, product line pricing, price skimming and penetration price.	Lectures & cases	Awareness of students about various pricing practices.
11	• Profit management • Role of profits in a market economy • Nature and measurement of profit, profit policies • The hypothesis of profit maximization and it's alternatives	Lecture	Students learn about the role of profit in business.

Sr. No	Content	Activity	Learning outcomes
12	• Demand for capital • Supply of capital • Capital Rationing • Capital Budgeting, Net Present Value(NPV), Internal Rate of Return(IRR). • Appraising - the profitability of projects	Lecture	Students should realize the importance of the different methods of capital budgeting as a tool of project management.
13	Presentations by students		Students should realize the importance of the different methods of capital budgeting as a tool of project management.

Text books

1	Managerial Economics in a Global Economy by Dominick Salvatore
2	Managerial Economics by Suma Damodaran
3	Microeconomics for Business by Satya P Das

Reference books

1	Economics by Paul Samuelson and Richard Nordhaus : Indian Adaptation, 19th Edition
2	Managerial Economics by Milton Spencer and Louis Siegelman
3	Managerial Economics: Concepts and Cases by Mote, Paul and Gupta

Assessment

Internal	40
Semester end	60

PROGRAM : MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Effective and Management Communication**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	In all social behavior, communication is essential in building and maintaining human relationships.
2	In business, communication is essential for the smooth and efficient conduct of day-to-day transactions/activities.
3	In recent years the importance of communication has greatly increased as a result of the growing complexity of businesses, as also the impact of rapid industrialization, globalization and the advent of modern technologies.
4	English being globally the language of Management, those with good communication skills in English enjoy a distinct advantage in their work and careers.

Prerequisites if any	Decent working knowledge of the English language (including Grammar) is a must, keeping in mind that most business/management transactions in India and internationally are conducted in the English language.
Connections with Subjects in the current or Future courses	English is globally the most widely spoken language and it is the accepted language of the business world. It is the medium of instruction for this course, hence it impacts every subject and future courses.

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction and Theory of Communication: nature, function & scope; The 7 Cs of communication	2 sessions (3 hrs)	Historical background and the development of communication; Importance and role of communication in everyday life
2	The communication Process: classification , components and models of communication; Problems in communication (Filters)	2 sessions (3 hrs)	Mechanics behind the communication process, difficulties experienced in communication
3	Channels of communication: Formal v/s Informal, Upward, Downward, Horizontal, Grapevine; Barriers to communication.	2 sessions (3 hrs)	Different types of communication, impedance due to extraneous factors called "barriers"
4	Verbal and Non-verbal communication: Listening, Kinesics, Paralanguage, Proxemics	2 sessions (3 hrs)	Important non-verbal parameters in communication
5	Essentials of effective verbal communication: Voice modulation, Tone, Pitch,Knowledge and self confidence	2 sessions (3 hrs)	How to make your communication effective and attractive

Sr. No.	Content	Activity	Learning outcomes
6	Meetings: Types; purpose. Group Discussions: Do's and Don'ts; Committees: Types, Advantages and disadvantages, effectiveness.	2 sessions (3 hrs)	Communication in groups, guidelines to improve performance/effectiveness in group interactions
7	Public Speaking: Preparation, Attire, Posture and Delivery techniques	2 sessions (3 hrs)	How to become a convincing and forceful public speaker
8	Written communication: Business letters, Types, Essentials, Format, common errors. e-mail: format, language and courtesy, common errors.	2 sessions (3 hrs)	Ways to achieve impressive and meaningful written communication
9	Report Writing: Types of Reports, requirements, format	2 sessions (3 hrs)	Correct and effective Report-writing techniques
10	Communication and Culture: Intercultural sensitivities, Business etiquette when dealing with people from different nationalities.	4 sessions (6 hrs)	Understanding cultural diversity and Business etiquette with foreign clients
12	Impact of modern Technology on Business Communication: the paperless office, use of modern devices	2 sessions (3 hrs)	Methods of effective audio-visual communication
13	Cases, sample communications and exercises, audio-visual presentations	2 sessions (3 hrs)	Experiential learning through audio-visual means

Text books

1	Singh Nirmal, "Business Communication : Principles, Methods & Techniques," Deep & Deep Publications, Delhi.
2	Krishna Mohan & Meera Banerji, "Developing Communication Skills," MacMillan.
3	Murphy, Hildebrandt & Thomas, "Effective Business Communications," McGraw Hill.
4	Taylor & Chandra, "Communication for Business: A Practical Approach," Pearson
5	Mukherjee Hory Sankar, "Business Communication: Connecting at Work", Oxford University Press, 2013.

Reference books

1	Doctor & Doctor, "Business Communication," Sheth Publishers.
2	Raman & Singh, "Business Communication," Oxford University Press.
3	Madhukar R. K., "Business Communication," Vikas Publishing House
4	McKay, Davis and Fanning, "Communication Skills," B. Jain Publishers Pvt Ltd, New Delhi**.**

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Business Ethics**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To have an in-depth knowledge of the issues concerning Morals, Values, Ideologies and Ethics in personal, professional and business lives
2	To prepare the budding managers and entrepreneurs to develop themselves into better corporate citizens
3	To imbibe into students the importance of fair transactions, ethical conduct and conscientious decision making
4	To expect an Integrity-driven work place scenario from students
5	To ensure sustainability as a compulsive tool of driving Organisational Vision and Mission
6	To have a balance between the Theoretical and practical aspects of Ethics in general and Ethics in business in particular.

Prerequisites if any	A thorough understanding of the amalgam of Class Room and Work place driven learning of business studies.
Connections with Subjects in the current or Future courses	1. Perspective Management 2. Ethos in Indian Management 3. Corporate Social Responsibility 4. Organisational Behaviour

Module

Sr. No.	Content	Activity	Learning outcomes
1	**Ethics : Types, Characteristics** Need, Theories, Merits and Limitations. Moral disintegration in contemporary times and need for it to be controlled.	Discussion, Text Book, Electronic Presentations	Getting to know of the basis and basics of Ethics
2	**Role and Features of Business.** How Business and Ethics are to be conjoined used integrally to each other. Merits of using Ethics in Business.Chanakya and Gandhi philosophy.	Discussion, Text Book, Electronic Presentations	The compulsive connection between Business and Ethics. How does it help the Business.
3, 4 & 5	**Theory of Ethics.**Management of Ethics - Ethics analysis [Hosmer model]; Ethical dilemma; Ethics in practice - Ethics for managers; Role and function of Ethical managers- Comparative ethical behaviour of managers; Code of	Discussion, Text Book, Electronic Presentations	Strong knowledge of the theory and written material on Ethics, Integrity and Ideologies

Sr. No.	Content	Activity	Learning outcomes
	ethics; Competitiveness, organizational size, profitability and ethics; Cost of Ethics in Corporate ethics evaluation.		
6	**Business and Ecology** / Environmental issues in the Indian context and case studies. Green Judicial Activism, Green Tribunal , Economic & Environmental Sustainability	Discussion, Text Book, Electronic Presentations	Importance and respect for Ecological Environment. Green Legislations
7, 8	**Compliance and Legal Aspects of Ethics** General and Business Ethics in particular. Political and Legal Environment. Indian Constitution and Ethics, Indian Legal framework, Competition Law, Indian Culture and Values, Concept of Karma, Dharma and Good Conduct	Discussion, Text Book, Electronic Presentations, Seminar by Legal Experts / NGOs, Special Session by experts in Business and Law fields.	Knowledge and respect for Law and natural justice in business. Appreciating the role and importance of respecting the tenets of Natural Law in Business.
9, 10	**Environment of Ethics** Economic Environment. Economic Growth and Business. Relationship between Profitability and Ethics. Role of Chambers of Commerce & Industry in furthering the cause of Ethical aspects of Business. FICCI, CII, IMC etc. Ethics in International Scenario, Ethics and Globalisation, Etiquettes and International mores.	Discussion, Text Book, Electronic Presentations	Role of Government, Trade Bodies, Economy in Business Ethics.
11	**Corporate Governance and Ethics** Code of Conduct, Citizen's Charter, Employee Welfare, Labour Legislations and Privileges, Collective Bargaining, Fair Wage, Sexual Harassment at Workplace, Vishaka V State of Rajasthan guidelines, Future of Governance in Business.	Discussion, Text Book, Electronic Presentations	
12	Live Case Studies, Projects,		

Sr. No.	Content	Activity	Learning outcomes
& 13	Presentations, Submission by Students in Consultation with Industry and Academic Faculty mentors		

Reference books

1	S. A. Sherlekar, Ethics in Management, Himalaya Publishing House.
2	Chandrashekhar, Ethics
3	Chakraborty, Business Ethics

Text books

1	W. H Shaw, Business Ethics
2	Satheesh Kumar, Corporate Governance
3	Hosmer and Richard, The Ethics of Management

Assessment

Internal	40%
Semester end	60%

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Ecommerce**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives	
1	To understand the Introduction to Electronic Commerce: Meaning, nature and scope
2	To understand the Business to Consumer E-commerce Applications
3	To Understand Business to Business E-Commerce and applications
4	To analysis the Electronic Payment Systems and Order Fulfillment
5	To focus on the Security Issues in E-Commerce
6	To understanding the Management Challenges and Opportunities of E- Commerce:

Prerequisites if any	Basic understanding of E- Commerce
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Management Challenges and Opportunities of E-Commerce to the business

Module

Sr. No.	**Content**	**Activity**	**Learning outcomes**
1	Introduction to Electronic Commerce: Meaning, nature and scope; Channels of e - commerce; Business applications of e -commerce; Global trading environment and adoption of e-commerce. Business Models of E-commerce and Infrastructure; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; product and service digitization; Remote servicing,procurement, and online marketing and advertising E-commerce ,resources and infrastructure planning	Lecture	1. To understand basic concepts of online business 2. To know insides of Ecommerce 3. To know how technology helps bridging gaps in business
2	Business to Consumer E-commerce Applications: Cataloging; Order planning and order generation; Cost estimation and pricing; Order	Lecture & cases	

Sr. No.	Content	Activity	Learning outcomes
	receipt and accounting; Order selection and prioritization: Order scheduling, fulfilling and delivery, Order billing and payment Management; Post sales services.		
3	Business to Business E-Commerce: Need and alternative models of B2B e - commerce; Using Public and private computer networks for B2B trading: EDI and paperless trading: characteristic features of EDI service arrangement; Internet based EDI; EDI architecture and standards; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing – Traditional web Promotion: Web counters; Web advertisements.	Lecture	
4	Electronic Payment Systems and Order Fulfillment: Types of payment systems - e-cash and currency servers, e-cheques, credit cards, smart cards, electronic purses and debit cards; Operational, credit and legal risks of e - payment, Risk management options for e - payment systems; Order fulfillment for e –commerce.	Lecture and cases	
5	Security Issues in E-Commerce: Security risks of e-commerce-Types and sources of threats; Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption approach to e-commerce security. Salient provisions for Security and Privacy, ; Legal and Regulatory Environment for e-commerce, cyber laws in India and their limitations Taxation and e -commerce; Management of Risk: Introduction, Introduction to Risk Management, Disaster Recovery Plans, Risk Management Paradigm		

Sr. No.	Content	Activity	Learning outcomes
6	Management Challenges and Opportunities of E- Commerce: New Business Model, Required Changes in Business Processes, Channel Conflicts, Ethical issues in e –commerce.		
7	Case Studies and Presentations.		

Text books

1	Electronic commerce – A managerial perspectives Efraim Turban , David King , Jae lee

Reference books

1	CIO magazine- www.cio.com
2	Technology Forecast- Price Waterhouse Coopers
3	McKinsey Quarterly- www.mckinseyquarterly.com
4	"XML Web Services Professional Projects" Authors: GeetanjaliArora&SaiKishorePublisher: Premier Press ISBN: 1931841365
5	"Service-Oriented Architecture: A field Guide to Integrating XML and Web Services" Author: Thomas ErlPublisher: Prentice Hall ISBN: 0-13-142898-5

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Organizational Behaviour**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To provide students understanding how and why people behave in organizations as they do, either as individuals or in groups and how their behaviours affect their performance and performance of the organization as a whole.
2	to provide understanding how to effectively modify their behaviour through motivation and leadership for enhanced performance. And also to provide understanding about related concepts such as Org. Structure, Design and Culture.
3	To help students to understand human behaviour in organizations and equip them to enhance their performance as well as performance of the people reporting to them.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to OB	Lecture	Understand the nature and scope of organizational behavior at individual, group, organizational and societal levels
2	Personality: Meaning and Determinants of Personality	Lecture	Comprehend the meaning and determinants of personality and the effects of perception, attitude and values on work
3	Perception, Attitude and Value	Lecture	Understand the concepts of group dynamics, team effectiveness , team roles and conflict management
4	Motivation Concepts : Motives	Lecture	Distinguish between the various theories of motivation and their application in organizations
5	Group Behaviour and Group Dynamics	Lecture	Define the concept of leadership and distinguish between a number of different leadership theories
6	Organisational Design: Structure, size, technology	Lecture	Identify the different bases of power; and discuss how individuals and groups use power in organizations
7	Leadership: Concepts and skills of leadership	Lecture	Understand the impact of organizational culture and structure on organizational behavior
8	Organisation Development	Lecture	Define the concept and practice of change management and

Sr. No.	Content	Activity	Learning outcomes
			organizational development; with an analytical insight related to application of interventions strategically.
9	Understanding of the Concept of Defence Mechanism; Types of Defence Mechanism; Role of Defence Mechanism in Personality, Perception & Attitude; Significance & Relevance of Defence Mechanism for Interpersonal Relations and Group Dynamics	Video & Role Play	Enhanced understanding of the behavior of superiors, peers and subordinates especially in problem situations and the ways to deal with them more effectively.
10	Case Studies and Presentations		

Text books

1	Any textbook of Psychology of undergraduate course (only for Defence Mechanism)
2	
3	

Reference books

1	Understanding Organizational Behavior – Udai Pareek
2	Organizational Behavior – Stephen Robbins
3	Organizational Behavior – Fred Luthans
4	Organizational Behavior – L. M. Prasad (Sultan Chand)
5	Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6	Organisational Behaviour – Dr Chandra sekhar Dash – International Book House Ltd
7	Organisational Behaviour – Meera Shankar – International Book House Ltd
8	Management & Organisational Behaviour – Laurie Mullins – Pearson Publications
9	Organisational Behaviour, Structure, Process – Gibson – McGraw Hill Publications
10	Organisational Behaviour – McShane – McGraw Hill Publications

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Introduction to creativity & Innovation Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To make students aware of their own creative potential and the various ways that each one can contribute to innovation in an organization context
2	To learn tools and techniques for creativity and Innovation
3	To appreciate the importance and impact of innovation in todays business context
4	To understand the process of innovation
5	To understand the various issues related to managing innovation in an organization context

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	What is creativity and innovation - importance and impact	Lecture/ small in-class exercises	• Students realize that every one is inherently creative – and they need to nurture this creativity • Students understand the difference and relationship between such terms as creativity, invention , innovation etc
2, 3 & 4	Tools for Creativity	Workshop style activities	Students are exposed to various tools and approaches to stimulating creativity and innovation. Some of these could include – Viewing from Multiple (stakeholder perspective), Lateral Thinking, 6 Thinking Hats, Brainstorming, Use of Analogies and metaphor, Problem reframing etc
5	Basic concepts of Innovation,Types of Innovation	Lecture	Students are now familiar with the various concepts and vocabulary related to innovation – such as incremental innovation, 4Ps of innovation, Disruptive innovation , Innovation in products, processes, experiences, business model etc
6	Historical perspective on innovation in products, processes, business etc	Lecture	Students begin to appreciate how innovations have taken place over the past several decades – the historical perspective sensitizes them to the various drivers and factors which led to or deterred these innovation. These could include but not limited to laws, government initiatives in terms of policy and R&D spends, technology

Sr. No.	Content	Activity	Learning outcomes
			available, etc. They also learn about various milestones – and realize that a timeline based study of any industry could help identify triggers/opportunities for innovation –
7,8	Over view of the Innovation process	Lecture/video eg IDEO's Shopping cart video/ small in-class exercise to help students actually experience the innovation process – from observation to ideation, concept development, prototyping etc	• Student learns the importance of each stage of the innovation process and how to work through each stage • The stages understood include contextual inquiry/ immersive study, insight development, ideation , concept development, prototyping , validation
9	Innovation processes and practices in Highly Innovative companies	Lecture/Discussion	Students understand how various leading innovative companies such as IDEO, Apple, Samsung, 3M, Google etc innovate and develop a comparative understanding of their approach , tools and techniques and processes for innovation
10	Developing an Innovation culture	Lecture	• Students understand the basic concept of culture , the elements of and the unique attributes of a culture for innovation • Students realize the barriers to innovation in an organization context and how these could be overcome
11	Managing an Innovation project	Lecture/ case /examples to highlight challenges faced in managing innovation	Students develop and understanding of the various problems faced in managing an innovation project in an organizational context and how can it be managed effectively as a project
12 and 13	Strategic innovation Management	Lecture	• Students realize how Innovation can provide a competitive advantage • Students become familiar with strategic innovation methods/ frameworks used at a strategic level such as Blue Ocean Strategy, Scanario planning , Osterwalder's Business Model Canvas etc • Students realize how innovation can help in creating Intellectual property which can be create entry barriers for competition • Students also become familiar with the

Sr. No.	Content	Activity	Learning outcomes
			challenges of evaluating innovation either for recognition or funding
14	Presentations & Case Studies/		
15	Presentations & Case Studies/		

Text books

1	Innovation management – Besant and Tidd
2	Innovation and Entreprenuership – Besant and Tidd
3	Ten Rules of Strategic Innovation – Vijay Govindrajan

Reference books

1	Ten Faces of Innovation – Tom Kelly
2	Design Lead Innovation by Prof Sten Ekman et all
3	Edward DeBono – books related to Lateral thinking, 6 thinking hats
4	The Innovator's Dilema – Clayton Christensen
5	Business Model innovation by Osterwalder
6	The Art of Innovation – Tom Kelly

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Foreign Language (Other than English)Chinese**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	China is the world's fastest growing economy and hasbecomes the factory of the world, also the world's supply chain and logistics is heavily focused towards China. China being one of the few countries in the world which has not adopted English it becomes imperative to learn Chinese to enable business dealings with the country.
2	Many multinationals have invested in China, because of the cheap labor and other such comprehensive factors available here we can take the example of Apple which manufactures most of its phones in China There is hardly any country that does not have business dealings withChina. Thereforethe advantage of learning this language is huge.
3	The course should be able to enable basic communication in Chinese so that one can understand simple Chinese words and phrases
4	To be able to use Chinese in everyday situations such as greeting a person asking for directions in short to be able to interact in a simple manner.
5	Carry out simple conversations with Chinese people.
6	Read and write simple phrases in pinyin (spelling Chinese words with the western alphabet) Read signs written in Chinese and be able to read simple notices documents and articles written in Chinese
7	Understand the elements of Chinese characters and evaluate the advantages as well as limitations of a pictographic writing system in contrast with western writing systems Understand the construction of Chinese characters recognizing approximately 120 Chinese characters as well as the radicals
8	Reflect on cultural differences and similarities between Indian and Chinese societies, for example with regard to housing and family relationships and gender roles as well as treatment of minorities and the elderly.

Prerequisites if any	none
Connections with Subjects in the current or Future courses	none

Module

Sr. No.	Content	Activity	Learning outcomes
1	• Course introduction. • Chinese pronunciation and the five tones. • Chinese sentence structure and grammar.	1sessions 3 hours each	Preparatory foundation to be able to progress towards learning the language
2	• Simplified Chinese characters and Pinyin Romanization system. • Greeting and Introducing each other. • Meeting family members. • The verbs 姓 (xìng), 叫 (jiào), 是 (shì) and有 (yǒu).	2 sessions of 3 hours	Able to converse in rudimentary Chinese Example (你好! !How do you do?) Able to make simple inquiry

Sr. No.	Content	Activity	Learning outcomes
	• The adverbs 不 (bù), 也 (yě), 都 (dōu). • The particles 的 (de). • Usage of 二 (èr)/两 (liǎng). • Questions ending with 吗 (ma) and 呢 (ne), questions pronouns. • Measure words.		(你是哪国人？Where do you come from?)
3	Routine and everyday aspects Dates & Time – taking someone out to eat on his/her birthday and inviting someone to dinner. Hobbies – Talking about hobbies and would you like to play ball? Visiting friends – visiting a friend's home and at a friend's house. Asking Directions Direction and Location Words Direction and Location Words Comparative Sentences with 没(有) (méi{yǒu}) 3 那么(nàme) Indicating Degree 4 到(dào) + Place + 去(qù) + Action Going to Chinatown Seeing a Doctor Seeing a Movie Turning Down an Invitation Renting an Apartment Traveling to Beijing Checking In at the Airport Arriving in Beijing	3sessions of 3 hours	Have a high comfort level if visiting China or if entertaining Chinese visitors to India
4	The adverbs还 (hái) and 才 (cái). The particles吧 (ba) and 了 (le). The conjunction 那么 (nàme). The modal verb 想 (xiǎng). The preposition 在 (zài). Numbers (0, 1–100). Dates and time. Word order in Chinese. Alternative questions, affirmative + negative (A-not-A) questions, questions with 好吗 (hǎo ma). 去 (qù) + action. Verb + object as a detachable compound. 一下 (yíxià) and 一点儿 (yìdiǎnr) moderating the tone of voice	2 sessions 3 hours	Learn to write simple words
5	covers the following topics: 开学, 宿舍，在饭馆儿，买东西, 选课. Adverbs 真 and 难道.	2 session 3 hours	Construct simple sentences

Sr. No.	Content	Activity	Learning outcomes
	Dynamic particle 了. Preposition 至于. The 是…的… construction. 除了…以外; 再说; 得很; 那(么). 一 + v; 又adj/verb, 又adj/verb. Emphatic 是; 无论…, 都… Conjunction 于是; adj/v+是+adj/v, 可是/但是…再, 又, and 还 compared. 要么…, 要么…. Also connecting sentences, existential sentences, conjunctions, topic-comment sentence structure, resultative compliments. Words and phrases include 恐怕 (I'm afraid; I think perhaps), 差不多 (about; roughly), 一般 (generally speaking), 不怎么样 (not that great; just so-so), 这(就)要看…(了) (that depends on...) , 比如(说) (for example), …什么的 (…Etc.), (要) 不然 (otherwise), 非…不可 (have to; must), 受不了 (unable to bear), 不过 (but), 这样 (in this way		
6	having students learn to **write** traditional or simplified characters progressing to simple paragraphs and essays	2 session 3 hours	Be able to write simple paragraphs or articles
7	• Geography, climate, people. • Ethnicities, religion, government. • Chinese culture & Business etiquette. • Cultural differences & sensitivities	1 session 3 hours	Important to be able to understand and respond to cultural differences and respect them

Text books

1	Integrated Chinese, Level 1, Part 1, Textbook (website http://ic.cheng-tsui.com/)
2	Integrated Chinese, Level 1, Part 2, Textbook
3	Integrated Chinese, Level 1 Part 1 Character Workbook, 3rd Edition (Simplified & Traditional)

Reference books

1	New Practical Chinese Reader 2 Dvd (Only) (English And Chinese Edition)Jan 1, 2005by Liu Xun
2	Practical Audio-Visual Chinese 1 2nd Edition (Book+mp3) (Chinese Edition) Oct 1, 2008by Guo Li Tai WAN Shi Fan Da XueGuo Yu Jiao XueZhongXin
3	Colloquial Chinese: The Complete Course for Beginners (Colloquial Series)2nd Edition ISBN-13: 978-0415434157 ISBN-10: 0415434157

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Negotiation & Selling Skills**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	The module will sensitize the students to the concepts and importance of Negotiations & Selling for all functions of Management.
2	The module is designed to introduce the students to the basic elements of the selling
3	The module will give the students a broad understanding regarding different models used for effective selling and negotiations.
4	It also creates awareness among the students about the basic qualities, traits and skills that they need to imbibe to be an effective management professional.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Meaning, Definition & Importance of Negotiation in Management, Types of Negotiation		Developing basic understanding of students related to Negotiation.
2	Understanding Negotiation Framework including Legal Aspects, Negotiation Process, Skills of a Negotiator		Providing deeper insight relatedto Negotiation framework
3	Negotiation Models (BATNA, Dyad, ZOPA, 9 Grid) & Strategies, Understanding Barriers to Agreement		Familiarizing students with basics of models in negotiation and strategies
4	Introduction to Marketing & Selling Concepts & Traits of a Successful Salesperson	Role Play on Negotiation	Introducing students to understand the difference between Marketing and Selling and giving them useful tips for succeeding in Sales
5	Understanding Successful Selling Process & Models (7 Steps Model)		Introducingstudents to understand the difference between Marketing and Selling and giving them useful tips for succeeding in Sales
6	Customer Focussed Selling, Art of Persuasion		Creating awareness about importance of customer in selling process

Sr. No.	Content	Activity	Learning outcomes
7	Selling to Various Stakeholders such as Dealers, Suppliers, Vendors, Channel Partners, Superiors, Subordinates, Team- Mates & Peers	Guest Session with industry experts	Familiarizing students with different approaches required For selling different stakeholders
8	Selling to Customers – B2C, B2B, C2C, Products, Services, Intangibles & Projects		Familiarizing students with different approaches required for selling to different segments of customers.
9	Strategic Selling for Start-ups	Guest Session with industry experts	Creating awareness about challenges and opportunities available in Start-ups domains
10	Body Language for Negotiation & Selling	Role Plays on Selling	To enhance effectiveness of a Salesperson by understanding Clues provided by body language.
11	Case Studies and Presentations		

Activity: In addition to classroom teaching, the Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Text books

1	The Essentials of Negotiation – Harvard Business School Press
2	Negotiations Selling by Sameer Kulkarni – Excel Books
3	Negotiation & Selling by R. K. Srivastava – Excel Books

Reference books

1	Organizational Behavior by Fred Luthans (9th edition)
2	Managing Conflict & Negotiation by B. D. Singh – Excel Books
3	Getting to Yes by Roger Fisher & William Ury –Random House
4	Negotiation Handbook by P. J. Cleary – Printice Hall of India
5	ABC's of Selling Skills by Charles M. Futrell – McGraw Hill
6	Sales Management Analysis and Decision Making by Thomas Ingram & Raymond LaFarge – Published by DRYDEN
7	How to Handle Conflict & Confrontation by Peg Pickering – Natl Seminars Publications

Assessment

a)	Internal	40%	40 Marks continuous assessment
b)	Semester End Examination	60%	60 Marks theory paper of 3 hours duration

PROGRAM: MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**IT Skills for Management and Technology Platform**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To have the basics practical skills of information Technology(i.eHardware - Software , Database, Networking, Communication Technology)with its application and usage.

Prerequisites if any	Basic understanding of IT Skills for Management and Technology Platform
Connections with Subjects in the current or Future courses	Will connect and have application of information technology and technology platform skills

Module

Sr No.	**Content**	**Activity**	**Learning outcomes**
1	To, understand the conceptual background of Hardware - Software – (Systems Software, Application Software and Packages) Introduction and Fundamentals of operating system- Windows, Unix/Linux. Introduction and knowledge of Internet operations. World Wide Web , Emerging communication technologies	Lecture	
2	Introduction to Software Packages & practical knowledge of **Microsoft Word** **Microsoft Excel** – Formulas, Graphs, Basis statistical formulae. **Microsoft Power Point** – Creating effective presentations **Microsoft Access** - Introduction to DBMS concepts, creating a database, Basic queries. **Tally –** Journal Entry, Ledger posting, Preparation of Balance Sheet Emerging technology of office Automation systems **Lab Sessions of Document Preparation & Presentation Skills**	Lecture & cases	1. To know data analysis and database management with Microsoft Excel 2. To know management of data using Microsoft Access 3. To know how to prepare interactive business presentation
3	**Practical hands on experience of Internet and Web Technology**	Lecture	

	Internet Technology Understanding Websites Understanding Domain Names & Domain Extensions Web Server & Web hosting Web Designing ,Home page designing Website Content designing, Joomla, query, knowing & Adding Payment Gateways, Web Hosting, Mobile Technology & Business On-line Business Mechanism Hands on experience of Emerging communication technology **Lab Sessions**		
4	**Case Study and Practical Exercises With Lab Sessions**	Lecture and cases	

Text books

1	Work-study by ILO

Reference books

1	Rajaraman, V. (2004). Introduction to Information Technology.PHI.
2	Turban, Rainer and Potter (2003). Introduction to information technology.John Wiley and sons
3	Sinha, P.K., PritiSinha (2002). Foundation of computing.BPB Publications.
4	Ram, B. (2003). Computer Fundamentals. New Age Publication

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Information Technology for Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To understand the significance of information technology , conceptual framework of networking, communication technology, database etc. for individual & business management
2	To understand role , impact and emerging trends of information technology for management and its application at individual ,organizational level society and similarly for business alignment.

Prerequisites if any	Basic understanding of Information Technology for management
Connections with Subjects in the current or Future courses	Will connect conceptual framework of Information Technology for Management at individual and organizational level.

Module

Sr. No.	Content	Activity	Learning outcomes
1	Historical perspective of information technology and business.	Lecture	1. Learning of basic concepts and components of IT 2. Learning different application of computer and IT in business 3. Application of It across the industries
2	Functioning of computer hardware and software components, characteristic from user and buyers perspectives.	Lecture & cases	
3	Introduction and conceptual framework of networking & Telecommunication, components of networking, LAN/WAN/MAN, network topologies, and various option of networking for business, various medium of communication, physical and cable less (dial up, leased line, satellite , V- SAT, DSL Lines , fiber optics)	Lecture	
5	Role and emerging trends of information technology Overview of concept such as ERP,SCM, CRM, database management, DBMS Data warehousing, Business intelligent, knowledge Management, E- Commerce, E-Business, M- Commerce, Digital Business , E-governance.	Lecture and cases	
6	Impact of information on business, business alignment across the function and sectors and society	Lecture & Cases	
7	Case study and presentation	Lecture & Cases	

Text books		
1	Information Technology for Management	by Rainer , Porter and Turban.
2	Introduction to information technology	byRajaramman.
3	Information technology for Management	DrChandrahaunschavan& B lal

Reference books	
1	E- Business: road map for success, Ravi Kolkata and Marcia Robinson.
2	Competitive strategic by Michael Porter
3	Electronic commerce – A managerial perspectives Efraim Turban , David King , Jae lee
4	Principles of information Systems by ralph stair & George Reynolds

Assessment	
Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**I - Elective**			
Title of the Subject / course	**:**	**Personal Grooming / Personal Effectiveness**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	Identify personal thinking habits and their impact
2	Understand and address the barriers to personal effectiveness
3	Apply clear and effective communication skills
4	Develop effective time management skills and the ability to cope with stress

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Know Yourself – Self Discovery		Know yourself (Your Values, Abilities and Goals)
2	Developing a Positive Attitude and Values		Identify influences of their attitudes towards success, achievement, and disappointment both in personal and professional lives
3	Grooming - Corporate Etiquette and Manners		Enhancing corporate and social Image, learning grooming basics and personal hygiene management
4	The Art of Listening		An understanding of the key role listening plays in the ability to solve problems, work effectively with customers, and be a valuable team member.
5	Body Language		Using body language to increase your personal impact
6	The Art of Speaking		Ability to communicate competently in groups and organizations
7	GD and PI Skills		Augment skills related to this important dimension of the selection process in organizations
8	Written Business Communication		Organize and present information for maximum impact and clarity
9	CV. and Resume writing		Understand and write a functional resume , versus a chronological resume, writing cover letters

Sr. No.	Content	Activity	Learning outcomes
10	Working in Groups and Teams		Enhance capabilities to lead and succeed and for that you need to be a good team player
11	Time Management		Identify typical time-wasters and create solutions to overcome them
12	Stress Management		Ability to deal with stress and pressure effectively
13	Career Planning		How to develop a personal development plan

Text and Reference books

1	Super Self: Doubling Your Personal Effectiveness by Charles Given
2	The 3 Pillars of Personal Effectiveness by TroelsRichte
3	The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change by Stephen R. Covey
4	Personality Development and Soft skills by BarunMitra

Internal	40%
Semester end	60%

UNIVERSITY OF MUMBAI , MUMBAI

Masters in Management Studies - Semester II (CBGS)

with effect from Academic Year 2016-17

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Marketing Management	27	2	40 IA	60 IA	100	3hr	4
2	Financial Management	27	2	40 IA	60 IA	100	3hr	4
3	Operations Research	27	2	40 IA	60 IA	100	3hr	4
4	Business Research Methods	27	2	40 IA	60 IA	100	3hr	4
5	Human Resource Management	27	2	40 IA	60 IA	100	3hr	4

3 ELECTIVES OUT OF 10								
1	Legal & Tax Aspects of Business	27	2	40 IA	60 IA	100	3hr	4
2	Cost & Management Accounting	27	2	40 IA	60 IA	100	3hr	4
3	Business Environment	27	2	40 IA	60 IA	100	3hr	4
4	Ethos in Indian Management	27	2	40 IA	60 IA	100	3hr	4
5	Corporate Social Responsibility	27	2	40 IA	60 IA	100	3hr	4
6	Analysis of Financial Management	27	2	40 IA	60 IA	100	3hr	4
7	Entrepreneurship Management	27	2	40 IA	60 IA	100	3hr	4
8	Management Information Systems	27	2	40 IA	60 IA	100	3hr	4
9	Developing teams & Effective leadership	27	2	40 IA	60 IA	100	3hr	4
10	Intellectual Capital and Patenting	27	2	40 IA	60 IA	100	3hr	4
							Total No of Credits	**32**

UA: University Assessment **IA: Internal Assessment**

Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester II

Sr. No.	Core	Sr. No.	Electives (Any 3)
1	Marketing Management	1	Legal & Tax Aspects of Business
2	Financial Management	2	Cost & Management Accounting
3	Operations Research	3	Business Environment
4	Business Research Methods	4	Ethos in Indian Management
5	Human Resource Management	5	Corporate Social Responsibility
		6	Analysis of Financial Statements
		7	Entrepreneurship Management
		8	Management Information System
		9	Developing teams & Effective leadership
		10	Intellectual Capital and Patenting

Note:

1 All subjects / papers for Semester II will be internally assessed by the institute. The Criteria for the same is given below

a) Attendance and Class Room Participation 10 Marks

b) Minimum 3 criteria to be picked up from the below given list

- Mid term Test (Min 1)
- Group Presentation
- Role Plays
- Case Studies
- Assignments
- Projects
- Quiz

2 Institute will have the discretion to select minimum 3 (three) subjects or more from given list of 10 subjects. Total 32 credits has to be obtained.

3 Any new elective proposed to be introduced by the Institute, apart from electives listed in the new syllabus, need to take prior approval from Board of Management Studies of the University in writing outlining the details of the course with learning objectives, learning outcomes, detailed syllabus, teaching learning plan and course evaluation procedures atelast 6 months in advance before the commencement of the semester.

PROGRAM : MMS

Semester	**:**	**II - Core**			
Title of the Subject / course	**:**	**Marketing Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	This coursework is designed to introduce the student to the basic elements of the marketing management terms, implementation of studied term in the industry and related process.
2	The scope of marketing management is quite broad and the students will be exposed to the marketing concepts that will enable them to acquaint with contemporary marketing practices.
3	This module is to learn the art and science of choosing target markets and getting, keeping and growing customers through creating, delivering, and communicating superior customer value.
4	This module will give the student a very broad understanding of what marketing is all about and the vital role that it plays in every organization, every department and every specialization.
5	The module will help the student to identify and solve many business problems by using a marketing perspective, as a universal concept.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	**Content**	**Activity***	**Learning outcomes**
1	Introduction to Marketing Concept Evolution of Marketing from Production to Sustainability & Customer Orientation		Students will develop basic understanding of concepts in the marketing with respect to historical development of the subject
2	Understanding the Basics: Concept of Need, Want and Demand Concept of Product and Brand Business Environment in India Demand States & Marketing Tasks Company Orientation towards the Market Place		Making students familiar with the Fundamental concepts and vocabulary or practices from business perspective in the Organization.
3	Marketing Environment : Marketing Environment and Evaluation of Market Opportunities like Services, Rural & International		Understanding of the Marketing environment to help students to compare various opportunities available in various sectors.
4	Market Research & Marketing Information Systems and Demand		To familiarize students with various concepts relatedto

Sr. No.	Content	Activity*	Learning outcomes
	Forecasting and Market Potential Analysis		market research and its utility.
5	Consumer Buying Process & Organizational Buying Behaviour		Helping students to focus on Important issues related to success in consumer buying behavioural process vis a vis organizational buying behaviour process.
6	Pillars of Marketing - Market Segmentation, Target Marketing, Positioning & Differentiation		Imparting knowledge of various important marketing concepts.
7	Marketing Mix and Product Decisions – Product Life Cycle, & Brand		Various practices related to The important aspects of marketing in decision Making
8	New Product Development Process		Understanding mechanism of developing a new product related process
9	Pricing Decisions		To understand the pricing dynamics being practiced by the organizations in different Sectors
10	Distribution Decisions – Logistics & Channel Decisions (Retail, E-commerce, etc.)		Understanding of operational issues in order to support marketing-process
11	Promotion Decisions – Integrated Marketing Communications Concept: Advertising, Sales Promotions, Public Relations, Direct Marketing; Communication Tools		To familiarize students with various concepts relatedto Communication Design Process in effective marketing practices
12	Personal Selling & Sales Management		To understand the important aspects direct marketing in the Changing circumstance with the help of latest development
13	Overview of Marketing Strategies: BCG, Ansoff, GE, Shell Model, Porter Generic Model, 5 Forces Model, PLC, 7s Model of Marketing, A Little Model, Value Chain Model		To make students understand basics of various models and their application in their field of work
14	Case Studies and Presentations		

*Activity: In addition to classroom teaching, the Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Text books

1	Marketing Management (A South Asian Perspective) by Philip Kotler, Kevin Lane Keller, Abraham Koshy & Mithileshwar Jha, Pearson Education
2	Marketing Management by R. Varshney, S. Chand
3	Marketing Management by Rajan Saxsena, Tata McGraw Hill

Reference books

1	Basic Marketing by Jr., William Perreault, Joseph Cannon and E. Jerome McCarthy
2	Marketing Management – Planning, Implementation and Control by V.S. Ramswamy and S. Namakumari, McMillian
3	Business Marketing Management by M. Hutt, Cengage Learning

Assessment

a)	Internal	40%	40 Marks continuous assessment
b)	Semester End Examination	60%	60 Marks theory paper of 3 hours duration

PROGRAM: MMS

Semester	**:**	**II - Core**			
Title of the Subject / course	**:**	**Financial Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objective

1	To gain in-depth knowledge of corporate finance and understand the functions of finance management.
2	Students should learn to analyze corporate financial statements and other parts of the annual report.

Prerequisites if any	Knowledge of financial accounting
Connections with Subjects in the current or Future courses	This will work as the basic subject for the elective subjects coming in the second year

Module

Sr. No.	Content	Activity	Learning outcomes
1	Objective of financial management Functions and decisions of financial management Indian Financial system - Functions of the financial system; Financial Assets; Financial markets; Financial intermediaries; Regulatory system	Lecture and theoretical discussion	Understanding the basic concepts of corporate finance and Indian financial system
2	Financial performance analysis using Ratio Analysis	Lecture, exercises and assignment	Ability to analyse the financial statements of companies using ratios
3	Working Capital Management - Estimation and Financing Inventory Management Receivables Management Cash Management	Lecture, exercises and case discussion	Ability to calculate the working capital requirements; analyse working capital policies and understanding operating and cash cycle
4	Financial Planning and Forecasting Meaning and importance of financial planning Approaches to financial planning Preparation of Pro-forma Income Statement and Balance Sheet Computation of external financing requirements	Lecture and exercises	Ability to prepare pro-forma financial statements and calculate the EFR
5	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection Capital Budgeting and Investment Decision Analysis	Lecture, exercises and case discussion	Ability to use various evaluation techniques like NPV, IRR, PI, payback period etc. for evaluating capital expenditure decision
6	Sources of Finance - Short Term and Long Term	Theoretical discussion	Understanding the features and characteristics of various financing options
7	Theory of capital structure: Net income approach; Net operating income approach; MM approach; Traditional approach	Lecture and exercises	Understanding different capital structure theories and the impact of D/E ratio on EPS

Sr. No.	Content	Activity	Learning outcomes
8	Capital Structure Planning and Designing capital structure based on EBIT and EPS/MPS approach Factors affecting capital structure	Lecture and exercises	Ability to design the optimal capital structure
9	Capital Structure Planning and Leverage Analysis: Operating, financial and total Capital Structure Planning and cost of capital	Lecture and exercises	Ability to calculate DOL, DFL and DCL
10	Dividend Policy: Factors affecting dividend policy decision; Dividend decision models; Walter model; Gordon model; MM approach	Lecture and exercises	Understanding the impact of dividend payout ratio and retention ratio on company's financial position

Text Books

1	Financial Management – M.Y. Khan and P.K. Jain
2	Financial Management – Prasanna Chandra

Reference Books

1	Financial Management – I. M. Pandey
2	Principles of Corporate Finance – Myers and Brealey
3	Fundamentals of Financial Management – James Van Horne
4	Financial Management: theory and practice – Brigham Eugene F; Ehrhardt, Michael C.

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**II - Core**			
Title of the Subject / course	**:**	**Operations Research**			
Course Code	**:**	**For Office use**			
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40hrs**

Learning Objectives

1	To know optimizing techniques
2	To understand its use in decision making in business
3	To Identify and develop operational research model from realsystem
4	To appreciate the mathematical basis for business decision making

Prerequisites if any	Statistics for management, Operations and production management, economics
Connections with Subjects in the current or Future courses	Project Management, Quantitative Techniques,

Module

Sr. No.	Content	Activity	Learning outcomes
1	Linear Programming- Formulation, Solution by graph, Simplex, Duality, post optimality and Sensitivity Analysis	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand application in business. Data Envelopment Analysis as extension of LPP model
2	Transportation problem with special cases	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand special cases of LPP and apply in appropriate situation
3	Assignment Problem with special cases	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand special case of LPP and apply in appropriate situation
4	Game theory- Zerosum games	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand Competitive environment of business
5	Decision Theory- Under Risk, Uncertainty, decision tree	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand project management techniques
6	Waiting lines model- (M|M|1):(FIFO|∞|∞) with cost implication	Use of Solver/ similar software for decision making, cases in various scenarios of management	Understand queue model as a measure of performance of system
7	Simulation- queue system, inventory and demand simulation	Create models in Microsoft Excel	In want of assumptions of the model a working system can be created

Text books

1	Operation Research – AN introduction- HamdyTaha, Prentice Hall Of India
2	Quantitative Techniques in Management -N D Vohra, Tata McGraw Hill
3	Operations Research Theory and Applications- J K sharma, Macmillan Business books

Reference books

1	Principles of Operations Research –Wagner, Prentice Hall of India
2	Operations Research- Hilier, Liberman, Tata McGraw HIll
3	An introduction to Management Science – Anderson Sweeney Williams, Cengage Learning

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**II**			
Title of the Subject / course	**:**	**Business Research Methods**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To understand the importance of research and various methods that researcher used to investigate problems
2	Applying Modern Analytical tools for Business Management Decisions
3	To derive strategies from the research
4	To understand the challenges in collecting the data collection and analysis
5	To interpret the data to make meaningful decisions.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to Research	Lecture	Meaning of research; Types of research- Exploratory research, Conclusive research; The process of research; Research applications in social and business sciences; Features of a Good research study.
2	Research Problem and Formulation of Research Hypotheses	Lecture	Defining the Research problem; Management Decision Problem vs Management Research Problem; Problem identification process; Components of the research problem; Formulating the research hypothesis- Types of Research hypothesis; Writing a research proposal- Contents of a research proposal and types of research proposals.
3	Research Design	Lecture	Meaning of Research Designs; Nature and Classification of Research Designs; Exploratory Research Designs: Secondary Resource analysis, Case study Method, Expert opinion survey, Focus group discussions; Descriptive Research Designs: Cross-sectional studies and Longitudinal studies; Experimental Designs, Errors affecting Research Design
4	Primary and Secondary Data	Field Work	Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and sources; Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method

Sr. No.	Content	Activity	Learning outcomes
5	Attitude Measurement and Scaling	Lecture	Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement
6	Questionnaire Design	Lecture	Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method
7	Sampling and Data Processing	Case Study and SPSS / Excel	Sampling concepts- Sample vs Census, Sampling vs Non Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size- Sample size for estimating population mean, Determination of sample size for estimating the population proportion Data Editing- Field Editing, Centralized in house editing; Coding- Coding Closed ended structured Questions, Coding open ended structured Questions; Classification and Tabulation of Data.
8	Univariate and Bivariate Analysis of Data	SPSS Lab / Excel	Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data- Analysis of Nominal scale data with only one possible response, Analysis of Nominal scale data with multiple category responses, Analysis of Ordinal Scaled Questions, Measures of Central Tendency, Measures of Dispersion; Descriptive Analysis of Bivariate data
9	Testing of Hypotheses	Analyzing Primary Data	Concepts in Testing of Hypothesis – Steps in testing of hypothesis, Test Statistic for testing hypothesis about population mean; Tests concerning Means- the case of single population; Tests for Difference between two population means; Tests concerning population proportion- the case of single population; Tests for difference between two population proportions.
10	Chi-square Analysis	Analyzing Primary Data	Chi square test for the Goodness of Fit; Chi square test for the independence of variables; Chi square test for the equality of more than two population proportions
11	Analysis of Variance	Lecture and Analyzing Primary Data	Completely randomized design in a one-way ANOVA; Randomized block design in two way ANOVA; Factorial design
12	Research Report Writing and Ethics in research	Lecture	Types of research reports – Brief reports and Detailed reports; Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of Results and

Sr. No.	Content	Activity	Learning outcomes
			Suggested Recommendations; Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations. Meaning of Research Ethics; Clients Ethical code; Researchers Ethical code; Ethical Codes related to respondents; Responsibility of ethics in research
13	Presentation / Report	PowerPoint	

Text books

1	Business Research Methods – Cooper Schindler
2	Research Methodology Methods & Techniques – C.R.Kothari
3	Statistics for Management – Richard L Levin

Reference books

1	D. K. Bhattacharya: Research Methodology (Excel)
2	P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
3	Saunder: Research Methods for business students (Pearson)
4	Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
5	Business Research Methods – Alan Bryman& Emma Bell – Oxford Publications
6	Business Research Methods – Naval Bajpai – Pearson Publications

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**II - Core**			
Title of the Subject / course	**:**	**Human Resource Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To prepare a student for a career in industry and services.
2	To facilitate learning in modern concepts, techniques and practices in the management of human resources
3	To expose the student to different functional areas of Human Resource Management to enhance the effectiveness.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Human Resource Management	Lecture	Apply the theoretical and practical aspects of human resource management to formulate strategies that will enable organizations to achieve both operational and strategic goals related to the organization's human capital.
2	Organization of Personnel Functions	Lecture	Understand the scope of HRM and its relationship to other social sciences
3	Manpower Planning	Lecture	Study the personnel function with respect to its organization , polices and responsibilities in an organization
4	Motivating Employees –	Lecture	Understand the importance and the process of man power planning, the process of job analysis, compare and contrast methods used for selection and placement of human resources.
5	Performance Appraisal Systems	Lecture	Understand the application of the theories of motivation , explaining the difference between internal and external equity in terms of monetary and non-monetary rewards and recognition
6	Training & Development –	Lecture	Discuss the importance and process of performance management, organizational strategic planning and succession planning.
7	Organisation Development –	Lecture	Describe the steps required to analyze needs , develop and evaluate an employee training and development programs in organizations

Sr. No.	Content	Activity	Learning outcomes
8	Management of Organizational Change	Lecture	Define the concept and practice of change management and organizational development; with an analytical insight related to application of OD interventions strategically
9	HRD Strategies for Long Term Planning & Growth	Lecture	
10	Case Studies and Presentations		

Text books

1	Human Resource Management – P.SubbaRao
2	

Reference books

1	Personnel Management – C.B. Mammoria
2	Dessler: Human Resource Management(Prentice Hall India)
3	Personnel/Human Resource Management: DeCenzo& Robbins (Prentice Hall India)
4	D. K. Bhattacharya: Human Resource Management (Excel)
5	VSP Rao – Human Resource Management(Excel)
6	Dessler: Human Resource Management(Prentice Hall India)
7	Personnel/Human Resource Management: DeCenzo& Robbins (Prentice Hall India)
8	Gomez: Managing Human Resource (Prentice Hall India)
9	Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**II - Elective**			
Title of the Subject / course	**:**	**Legal Aspects of Business & Taxation 100 Marks**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objective

1	To learn about the important provisions of some of the important business laws
2	To get exposure to important provisions of Indian Income Tax Act and Indirect Taxes

Prerequisites if any	None
Connections with Subjects in the current or Future courses	Students in all the specialisations must have a minimum knowledge of important business laws. The applications of law will be in many subjects they will study in the second year

Module

Sr. No.	Content	Activity	Learning outcomes
1	The Indian Contract Act, 1872	Lecture and case law discussion	Understanding the law and concepts of parties to the contract, consideration and other legal concepts related to a Contract
2	The Sales of Goods Act, 1930	Lecture and case law discussion	Understanding the meaning of sale of goods and the rights and duties of vendor and consumer under the Act.
3	The Negotiable Instruments Act, 1881	Lecture and case law discussion	Understanding various negotiable instruments available under the Act.
4	The Consumer Protection Act, 1986	Lecture and case law discussion	Understanding the rights and duties of consumers under the Consumer Protection Act
5	The Companies Act, 2013	Lecture and case law discussion	Understanding the requirements of forming a company under different categories and the importance of MOA, AOA and Prospectus.
6	Introduction to IPR Laws a) The Copy Right Act, 1957 b) The Patents Act, 1970 c) The Trade Marks Act, 1999	Lecture and case law discussion	Understanding the meaning and definition of intellectual property, types of intellectual property and the safeguards available through law against violation of intellectual property rights.
7	Indian Income-tax Act, The Finance Act	Lecture	Understanding the framework of Indian Income Tax Act with concepts of tax slabs, TDS, etc.
8	Computation of Total Income and Determination of Tax Liability – individuals and Companies	Conceptual discussion and practical problem solving	Ability to compute the income tax and tax liability of various assesses based on different cases.

Sr. No.	Content	Activity	Learning outcomes
9	Indirect Taxes – Central Excise Act	Lecture and case laws	Getting clarity on concepts of Indirect taxes, manufacturing, excisable goods, classification of goods, valuation of goods and CENVAT
10	Indirect Taxes – Customs Act	Lecture and case laws	Understanding the scope and coverage of Customs Act. Students should be clear about the types of customs duties and the classification and valuation of goods.
11	Indirect Taxes – Maharashtra Value Added Tax	Lecture and case laws	Understanding the difference between MVAT and State Sales tax and the tax slabs and exemptions in the Act.
12	Indirect Taxes – Service Tax	Lecture and case laws	Understanding the applicability of service tax and the tax slabs applicable.

Text Books

1	Legal Aspects of Business – AkhileshwarPathak
2	Students Guide to Income Tax – Monica singhania and VinodSinghania
3	Students Guide to Indirect Tax Laws – Monica Singhania and VinodSinghania

Reference Books

1	Legal Aspects of Business – David Albuquerque
2	Business Law for Managers – S.K. Tuteja
3	Business Law – N.D. Kapoor

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**II – Elective**			
Title of the Subject / course	**:**	**Cost and Management Accounting 100 Marks**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objective

1	To understand the basic cost concepts and techniques of analyzing cost to have better management control and decision making

Prerequisites if any	
Connections with Subjects in the current or Future courses	This subject would provide basic understanding of cost and cost accounting which would help students in some of the advance subjects in all the disciplines in the second year

Module

Sr. No	Content	Activity	Learning outcomes
1	Introduction to Cost and Management Accounting Distinction and relationship among financial accounting, cost accounting and management accounting Role of Cost in decision making Analysis and classification of cost	Theoretical discussion	Understanding the concepts related to Financial, Cost and Management Accounting
2	Elements of cost - Materials, Labour and Overheads Allocation and apportionment of overheads	Discussion and Exercises	Understanding the difference between direct and indirect cost as well as apportionment and allocation of cost
3	Preparation of Cost Sheet	Exercises	Ability to prepare the cost sheet
4	Introduction to different costing techniques; Methods of costing – with special reference to job costing, process costing, services costing	Theoretical discussion and exercises	Understanding the computation methods of cost under various costing methods
5	Marginal Costing and Cost-Volume-Profit Analysis, Marginal costing versus absorption costing, Computation of breakeven point, margin of safety and P/V Ratio Differential Costing and Incremental Costing	Theoretical discussion and problem solving	Ability to make decisions using marginal cost concept and calculate BEP and Margin of safety
6	Budgeting and Budgetary Control Concept of budget, budgeting and budgetary control, Types of budget	Discussion and exercises	Ability to prepare various types of budgets and analyze the functional as well as the master budgets
7	Standard Costing and Variance Analysis	Discussion and exercises	Ability to set a benchmark and calculate and analyze variances
8	Responsibility Accounting and Transfer Pricing	Theoretical discussion	Understanding various responsibility centres and different transfer pricing methods for setting interdepartmental price

Sr. No	Content	Activity	Learning outcomes
9	Activity Based Costing & Activity Based Management	Discussion and exercises	Understanding the concepts and application of activity based costing
10	Target Costing	Discussion and exercises	Ability to calculate the selling price based on pre-determined targets
11	Lifecycle Costing	Discussion and exercises	Ability to calculate the cost of a product as it moves through the various phases of its life cycle
12	Environmental Costing	Discussion and exercises	Ability to trace the direct costs and allocate indirect costs to present information on social and environmental costs and benefits
13	Service Costing	Discussion and exercises	Ability to set up a cost sheet for service industry.

Text Books

1	Cost Accounting for Managerial Emphasis – Horngren, Datar, Foster
2	Management Accounting – Robert Kaplan, Anthony A. Atkinson
3	Cost and Management Accounting – Ravi. M. Kishore

Reference Books

1	Management Accounting for profit control – I. W. Keller, W. L. Ferrara
2	Accounting & Finance for Managers – T P Ghosh
3	Management Accounting – Paresh Shah – Oxford Publications
4	Cost Accounting – Jawaharlal and SeemaSrivastava
5	Management and Cost Accounting – Colin Drury

Assessment

Internal	40%
Semester end	60%

PROGRAMME :MMS

Semester	:	II			
Title of the Subject / course	:	**Business Environment**			
Course Code	:				
Credits	**:**	4	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To sensitize the students to the multi-faceted environment of business.
2	to enable them to appreciate the finer nuances of the environment, and,
3	to improve their ability to operate effectively in the contemporary globalized world as managers or entrepreneurs

Prerequisites if any	Nil
Connections with Subjects in the current or Future courses	1: It would also deal with macroeconomic issues, and, thus become an essential sequel to Managerial Economics dealing with microeconomics in Semester I, and, 2: it would be an essential pre-requisite to the University paper on Strategic Management in Semester III.

Module

Sr. No.	Content	Activity	Learning outcomes
1	Business environment - definition, nature and scope, distinction between internal and external environment of business, limitations of environmental analysis.	Lecture	The students should be able to decipher, analyse and understand the environment of business.
2	Socio-cultural environment of business: elements of culture, the impact of culture on business, multiculturalism	Lecture and a case study	The students should be able to decipher, analyse and understand the environment of business.
3	Political environment of business: The State and it's branches, political ideals including liberty, equality, fraternity and tolerance. The politics of coalition governments	Lecture and a case study	The students should be able to decipher, analyse and understand the environment of business.
4	Regulatory environment of business, including the need for effective regulation and governance as well as the ingredients of a good system of regulation	Lecture	The students should be able to decipher, analyse and understand the environment of business.
5	Regulatory environment of business, including the need for effective regulation and governance as well as the ingredients of a good system of regulation	Lecture	The students should be able to decipher, analyse and understand the environment of business.

6	Ecological issues and sustainable development	-- Do --	The students should be able to decipher, analyse and understand the environment of business.
7	National Income: Growth and development. Interconnectivity between macroeconomic variables & Business Cycles. The concept of Inclusive growth Subsidies, JAM (Jandhan, Aadhar and Mobile) and the "Make in India Campaign".	Lecture	Students should be able to understand the need for various campaigns and also the impact of changes in the various macroeconomic variables on economy as well as on business.
8	Money and Banking: including money supply, demand for money, credit creation.	Lecture	Students should be able to understand the need for various campaigns and also the impact of changes in the various macroeconomic variables on economy as well as on business
9	Central Banking and Monetary Policy: instruments of credit control, objectives of monetary policy. **Inflation: the concept**, demand pull, cost push inflation. Inflation & monetary policy	Lecture	Students should be able to understand the various instruments of credit control, and its impact on economy and business.
10	Budget, budgetary deficit, fiscal deficit and fiscal policy: aims, objectives and efficacy.	Lecture and a case study	Students will develop understanding about the Union Budget and its impact on the various sectors
11	The LPG model (Liberalisation, Privatization and Globalisation) : genesis, features, problems and prospects	Lecture	Students should develop an understanding of the opportunities & challenges of the policies relating to LPG with reference to business.
12	Balance of Payments. International trade blocks, IMF, IBRD, WTO.	Lecture	Students should develop a holistic understanding of the external sector as well as multilateral organization.
13	Presentations by students		Students should develop a holistic understanding of the external sector as well as multilateral organization

Text books

1	Economics by Paul Samuelson and Richard Nordhaus: Indian Adaptation, 19th edition
2	Indian Economy by Mishra and Puri
3	Macroeconomics for Management students by A. Nag

Reference books

1	Business Environment and Public Policy by R A Buchholz
2	Economic Survey by Ministry of Finance, Government of India - Different issues
3	World Development Report by the World Bank - different issues

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**II - Elective**			
Title of the Subject / course	**:**	**Ethos in Indian Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To sensitize students to Indian culture and value systems and the impact of this on management thinking and action
2	To increase the level of awareness of the thought leadership emanating from India and understand its relevance in modern times
3	To bring to focus importance of ethical and responsible behavior on the part of young managers

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	What is Indian Ethos ?	Prior study and group discussions	To understand the distinctive characteristics of the Indian ethos
2	Values	Deriving values from ancient scriptures	To understand the role of human values and professional values in our decisions and everyday life and business
3	Management of Self	Learning from ancient philosophies and spiritual wisdom	To have an awareness of ways for Anger management and Stress Management. To know the concepts of 'Total Quality of the Mind'.
4	Religion	To study the basic principles of different religions and their similarities. Case studies of modern day practices for diversity.	To know the basic tenets and historical roots of the religions followed by people in India. To know the meeting points/commonalities between religions. To appreciate diversity and pluralism in organizations and society
5	The concept of Dharma The concept of Karma	Study the traditional understanding of the concepts. Modern business Case studies revolving around these concepts	To know the meaning of corporate dharma and corporate karma. To understand the significance of Ethics as part of the Indian ethos.
6	Kautilya's Principles	Study the principles and find their modern relevance and application	To understand the relevance of Kautilya's principles in terms of the role of the leader in today's times

Sr. No.	Content	Activity	Learning outcomes
7	Leadership	Study the leadership and management preachings from the epics of Ramayana and Mahabharata	To understand the responsibilities of leadership
8	Social Responsibility, Sustainable Development Giving, Trusteeship concept of Mahatma Gandhi	Research on the traditional importance of 'Social Responsibility' Case studies on Sustainable Development	To understand the essence of the Trusteeship concept of Mahatma Gandhi. To understand modern day practices of sustainable development around the world.
9	The Constitution of India – Preamble of the Constitution, Fundamental Duties mentioned in Chapter IV A - Article 51 A	Discussion on current affairs / episodes and approach towards them	To understand and internalize the concepts and meanings of the core message in the Preamble and in the Fundamental Duties laid in the Constitution. To objectively and progressively analyze current issues, challenges and solutions affecting today's Indian society and Indian industry.

Text books

1	Management and the Indian Ethos by G. D. Sharma
2	Ethics, Indian Ethos and Management by S. Balachandran, K. C. R. Raja, B. K. Nair
3	Indian Ethos for Modern Management by G. R. Krishna
4	Indian Ethos and Values for Managers by N. M. Khandelwal

Reference books

1	Towards the optimal organizations (Indian Culture and Management) by Rayen Gupta
2	The seven spiritual Laws of Success by Deepak Chopra
3	Gandhi, CEO: 14 Principles to Guide & Inspire Modern Leaders by Alan Axelrod
4	My Experiments with Truth by M. K. Gandhi
5	The India Way by Peter Cappelli, Harbir Singh, Jitendra Singh and Michael Useem
6	Blending the best of the East and the West in Management education by SubhirChowdhury
7	India's contribution to Management: Pravir Malik (Sri Aurobinds Institute of Research in Social Sciences, pondicherry)
8	Vedic management by Krishna Saigal
9	Philosophies of Gandhi, Tagore and Kabir
10	Speeches by great Indians from history
11	Poems written by Rumi

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**II - Elective**			
Title of the Subject / course	**:**	**Corporate Social Responsibility**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	A fundamental assumption of Ethics & Social Responsibility is that organizations exists in uncertain, changing environment and continually confront new challenges and problems. Managers must find solutions to these concerns if organizations are to survive, prosper and perform effectively.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1.	Corporate Social Responsibility (CSR) – Meaning and Scope	**Case Study**	1. To have a good understanding of the different ways in which CSR can be managed effectively and integrated throughout an organization and acquire the practical skills to develop, manage and measure the impact of a CSR strategy. 2. Understand the ways in which CSR interventions can be planned, implemented, monitored and evaluated in an organization 3. Create an integrated approach to embed CSR within the core business and culture of an organization 4. Comprehend the ways in which CSR can make meaningful contribution to a sustainable culture within an organization
2.	CSR Models	**Case Study**	
3.	CSR and Business Ethics	**Case Study**	
4.	Role of Institutions in CSR	**Case Study**	
5.	Environmental Aspect of CSR: Environmental Issues for India and the world(Global Warming, Waste Disposal & Pollution) and CSR Efforts of Indian Companies for mitigation of these problems	**Case Study**	
6.	CSR and Corporate Sustainability: Introduction to Sustainability; Sustainability and its Challenges	**Case Study**	
7.	Global CSR	**Case Study**	
8.	Understanding Framework for Rating CSR: Global Reporting Initiatives, ISO 26000	**Case Study**	
9.	Project on CSR	**Case Study**	

Text books

1	MadhumitaChatterji, *Corporate Social Responsibility*, Oxford University Press.
2	Krishnamoorthy : *Environmental Management* (Prentice – Hall India)

Reference books

1.	Michael Blowfield and Alan Murray, *Corporate Responsibility*, Oxford University Press.

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**II - Elective**			
Title of the Subject / course	**:**	**Analysis of Financial Statements**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objective

1	To understand the advanced tools used in financial statement analysis and financial reporting. Students should learn to do in-depth analysis of the performance of a company

Prerequisites if any	Financial Accounting and Financial Management
Connections with Subjects in the current or Future courses	This subject will form the base for many advanced subjects in finance in the second year

Module

Sr. No.	Content	Activity	Learning outcomes
1	Economy-Industry-Company Analysis Top-down and bottom up approach Different macro-economic variable Inflation rate Interest rates Commodities exchange rates and their impact on equity markets	Theoretical discussion	Understanding the macro factors affecting company's performance
2	Cash Flow Analysis Measuring operating / financing and investing cash flows Cash flows and life cycle state of a company Cash flows and financial flexibility (linkages to dividend policy and over retention of profits)	Theoretical discussion and problem solving	Ability to measure the financial health of a company using cash flow analysis
3	Assessing Business Performance Operational efficiency ratios (gross profit, net profit margins and various turnover ratios) Liquidity rations – current ratio, acid test ratio Profitability ratios, valuation ratios EPS/ROE/ROCE/Total shareholder returns, linkages between ROE & ROCE & optimal capital structure and determinants of PE multiple, price to book value, EV/EBDITA multiple. EVA, MVA	Theoretical discussion and problem solving	Ability to measure the financial health of a company using on ratio analysis

Sr. No.	Content	Activity	Learning outcomes
4	Industry Specific Ratios Analysis of Performance of a FMCG company Analysis of performance of an IT company Analysis of performance of a banks under CAMEL framework	Industry specific assignments and discussion	Ability to do the ratio analysis to measure the financial health of companies in specific industry sectors
5	Free Cash flows to Equity / Firm Capitalization leasing expense and R&D expenditure, correct treatment for amortization expense and deferred taxes Measuring correct ROE & ROC after adjusting for inter-corporate investments. Implication of the above mentioned adjustments on fundamental valuations / company and PE or Price / Book Value or EBDITA multiple.	Theoretical discussion and exercises	Understanding the mechanism of calculating cash flow and specific ratios after considering some special items in financial statements
6	Forecasting FCFE / FCFF and Security Valuation	Problem solving and discussion	Ability to calculate the intrinsic value of the firm using FCFF and FCFE models
7	Valuation of a Company Discounted cash flows Terminal value Equity value multiples		Understanding the concepts of company valuation based on DCF approach
8	Financial Modeling Key financial statements Working capital schedule Depreciation schedule, amortization schedule Long-term items schedule Building income statement, shooting, completing the financial models.	Lecture and exercises	Ability to create an integrated model for valuing a company based on different variables using MS-Excel
9	Valuation in Practice Valuation of a company in manufacturing sector Valuation of a company in service sector Valuation of a start-up company Valuation of e-commerce company Valuation of a conglomerate company	Company specific discussion and assignments	Understanding valuation concepts and techniques for different categories of companies
10	Pricing of Stock – Guiding for investment decision	Lecturing and exercises	Ability to calculate the intrinsic value and target market price of stock based on various models.

Text Books

1	Principles of Corporate Finance – Myers and Brealey
2	Financial Management – M. Y. Khan and P. K. Jain
3	Financial Management – Prasanna Chandra

Reference Books

1	Fundamentals of Financial Management – James Van Horne
2	Financial Management and Policy Managerial Finance – E. F. Brigham & J. F. Houston

Assessment

Internal	40%
Semester end	60%

PROGRAM : MMS

Semester	**:**	**I – Elective**			
Title of the Subject / course	**:**	**Entrepreneurship Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To acquaint the students with both the theory and practice of Entrepreneurship,
2	to expose the sudents to the finer nuances of the subject, and,
3	to re-orient the outlook of students towards new business ventures and start ups and also to help them to look at these as a possible career option.

Prerequisites if any	Nil
Connections with Subjects in the current or Future courses	1) Entrepreneurship Management would both supplement and complement the knowledge gained after doing papers like Businss Environment in the second semester, and, 2) 2) it would also pave the way for studying papers like Strategic Management (Semester III) and Project Management (Semester IV).

Module

Sr. No.	Content	Activity	Learning outcomes
1	**(A) Entrepreneurial Perspective** : • Concept of entrepreneur, entrepreneurship and enterprise, advantages of entrepreneurship • Nature and development of entreprener and entrepreneurship	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
2	• opportunity -based entrepreneurship • social entrepreneurship • entrepreneurship by Dalits • technopreneurship	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
3	Gender bias and women entrepreneurs	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
4	Entrepreneurs, managers and intrapreneurs : similarities and differences	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
5	Innovation, creativity and entrepreneurship	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to

Sr. No.	Content	Activity	Learning outcomes
			realise and harness the potential of new ventures and start ups.
6	(B**) The Entrepreneurial Environment**: • Analysis of business opportunities in both the domestic and global economies, including the analysis of PEST factors	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
7	• Quick-start routes to establish a business (franchising, ancillarising and asquisitioning) • Support organisations for an entrepreneur and their role	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
8	• Legal framework for starting a business in India • The Make in India Campaign, the Digital India Campaign and the opportunities for start ups in India	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
9	(C**) The Enterprise Launching :** • Product / Project identification • Preparing a Business Plan	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
10	• Business financing, including venture capital finance and private equity	Lecture	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
11	• Managing early growth of business • New venture expansion - strategies and issues	Lecture and a case study	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
12	• International variations in entrepreneurship (including cultural and political differences) • Indian Family Business: genesis, features, issues and challenges	-- Do --	To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.
13	Presentations by students		To gain an understanding of entrepreneurship, as well as to realise and harness the potential of new ventures and start ups.

Text books

1	Entrepreneurship Management by P N Singh and J C Saboo.
2	Entrepreneurship by Rajeev Roy
3	Entrepreneurship by Robert Hisrich, Michael Peters and Dean Shepperd

Reference books

1	Beyond Entrepreneurship by James C Collins and William C Lazier
2	Dynamics of Entrepreneurial Development by Vasant Desai
3	Entrepreneurship Development in India by B Ghosh

Assessment

Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**II – Elective**			
Title of the Subject / course	**:**	**Management Information System**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objectives	
1	To understand the basic concept data and information , Framework / structure and role of Information and Information Systems for business
2	Determining Information Needs for an individual & Organization for decision making process.
3	To understand the requirement & analysis of MIS across the functions of the Management and Sectors of the industry and business
4	To emphasis the Information System Development Process and Security /Privacy of MIS

Prerequisites if any	Need & understanding of Management Information System
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Determining Information Needs for an Organization/Individual managers for decision making process

Module

S.no.	Content	Activity	Learning outcomes
1	Basic Information concepts and definitions Framework and role of Information and Information Systems(IS) in an organization, system concept Characteristics of Information and Organization with respect to organization form, structure , philosophy, hierarchy etc	Lecture	1. Role of Information system in various organization 2. Sector wise application of Information System 3. Role of Information System in analyzing as well as decision making process 4. To understand the application of MIS across the function and different industrial sector
2	Types of Information System (IS)- Transaction Processing System for Operational Control, Management Information System for Management Control, Decision Support System and , Executive Information Systems for Strategic Management, Knowledge Base Information System (Artificial Intelligent/ Expert System)	Lecture & cases	
3	Determining Information Needs for an Organization/Individual Manager, Overview of use of data and	Lecture	

	Information , analysis of information, Value of information for decision making and decision making processes etc		
4	MIS across the functions of the Management and Sectors i.e Marketing Information Systems Manufacturing Information Systems Human Resource Information Systems Financial Information Systems Information System Required across the Sectors.	Lecture and cases	
5	Strategic roles of IS Use of Information for Customer Bonding and Business Alliance Breaking Business Barriers –Business Processes Reengineering Improving Business Quality – Creating Virtual Company – Using Internet Strategically Building Knowledge and Creating Company – Challenges of Strategic of IS – Enterprise –wide systems and E- Business Applications for business & competitive advantages		
6	Managing information systems Enterprise Management Information Resource Management Technology Management IS planning methodologies – Critical Success factors Business Systems Planning – Computer Aided Planning Tools.		
7	Information System Development and Security Information System development Process and Models Sensitize students to the need for information security, Concepts such as confidentiality, Integrity and Availability, Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments. Computer Crime –Privacy Issues		
8	Case Studies and Presentations		

Text books	
1.	Management Information System- Managing the Digital Firm , by Laudon and Laudon
2.	Principal of Information System , by Ralph M. Stair and Georg Raynold

Reference books	
1.	O'Brien, James A Management Information Systems, Tata McGraw Hill, New Delhi,
2.	Marvin Gore, Elements of Systems Analysis & Design, ,Galgota Publications.
3.	MIS a Conceptual Framework by Davis and Olson
4.	Analysis and Design of Information Systems by James Senn
5.	Case Studies : Case on ABC Industrial Gases – Author : Prof PradeepPendse
6.	Jessup &Valacich: Information Systems Today (Prentice Hall India)
7.	Management Information Systems – M.Jaiswal&M.Mittal – Oxford Publications.

Assessment	
Internal	40%
Semester end	60%

PROGRAM: MMS

Semester	**:**	**II**			
Title of the Subject / course	**:**	**Developing Teams and Effective Leadership**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	Developing and managing a team
2	Understand how to adapt your leadership style to effectively lead and influence others
3	Strategies for coping with team challenges
4	Define your leadership philosophy and learn how to communicate it
5	Earning trust and building relationships
6	Leading virtual teams

Prerequisites if any	Base knowledge of Management and HRM
Connections with Subjects in the current or Future courses	Organizational Behaviour and Leadership Theories

Module

Sr. No.	Content	Activity	Learning outcomes
1	Team Building	Role play	Types of Teams and Team Building Stages
2	Role of leader in team development	Role play	Manage your team, your boss, and your colleagues more effectively
3	Art of using negotiations, power and influence	Case studies	Influencing others from a position of authority
4	Stress Management and Time Management	Case studies	Effective management of time and strategies to handle stress
5	Leading Virtual Teams	Videos, Case studies	Strategies for leading a virtual team

Text books

1	Management - Hellriegel, Slocum and Jackson
2	Leadership Theories - Composite
3	

Reference books

1	Leadership – Warren Bennis
2	Organizational Behaviour – Ashwathapa
3	Personnel management – ArunMonappa

Assessment

Internal	40% - Tests, Assignments
Semester end	60% - Exam

PROGRAM : MMS

Semester	**:**	**II - Elective**			
Title of the Subject / course	**:**	**Intellectual Capital and Patenting**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To ensure the fact that students of Business and Managerial Studies are aware of the concept and respect of Intellect and Intellectually driven properties.
2	To know and study about the concept and types of Intellectual Property Rights.
3	To understand and appreciate the need to honour and not infringe upon the Intellectual Property Right of others.
4	To inculcate in the minds of the young managers, entrepreneurs and professionals, the processes and patterns that are emerging in the field of Intellectual Property.
5	To encourage the business fraternity to develop new products, ideas, constructs and properties on a continual basis.
6	To study, understand and acknowledge the trends across the globe in areas of Patenting and Intellectual Property Rights especially in the areas where India is a major player viz. Information Technology, Media, Automobiles and Education.

Prerequisites if any	Suited better for students who have studies Sciences or Law till their Graduation level but it certainly isn't a limiting factor.
Connections with Subjects in the current or Future courses	1. Understanding Innovation 2. Management for Technology 3. Business Intelligence 4. Information Technology Governance and Compliance 5. Business-to-Business

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to the concept of Intellect, Intellectual Property, Right, Duties and Intellectual Property Rights.	Class Room Discussions, Media Presentations	To appreciate the meaning of Intellectual Property
2, 3	Understanding of Philosophical and Legal Concept of Intellectual Property, Its importance, characteristics, features, impact.	Class Room Discussions, Case Studies, Media Presentations.	Understanding of the philosophical, ideological and Legal framework as used in the context of Intellectual Property.
4	The Economics behind Intellectual Property and Intellectual Property Rights.	Class Room Discussions, Case Studies, Media Presentations.	The relationship between Business and Intellectual Property Right and to appreciate the fact that the outlay incurred on protection of Intellectual Property isn't a Cost but an Investment for the Business
5, 6,	Types of Intellectual	Class Room	Understanding the actual scope and

Sr. No.	Content	Activity	Learning outcomes
7, 8	Property, namely, Trade Marks, Geographical Indications, Copyright, Industrial Design. Their respective definitions, characteristics, importance, scope, registration, infringement and protection. Indian Laws related to IPR.	Discussions, Case Studies, Media Presentations, real life case laws, judicial interpretations. Seminars, talks by legal experts should be encouraged at this stage to understand the statutory compulsions of Intellectual Property Rights.	extent of Intellectual Property. Their connection with Business and the need to protect them to ensure a congenial Business environment.
9, 10,11	Patent : Definition, Importance, Development, Type, Features and Essentials. Process of Registration, infringements : types, Protection. Licensing process : Software Licensing, General Licensing, Compulsory Licensing. Indian Laws related to Patent.	Class Room Discussions, Case Studies, Media Presentations, real life case laws, judicial interpretations. Seminars, talks by legal experts should be encouraged at this stage to understand the statutory compulsions of Intellectual Property Rights. Also, have representatives of Organisations, R & D experts who have developed worked on Patents in particular and Intellectual Property Rights sphere in general.	Understanding the actual scope and extent of Intellectual Property. Their connection with Business and the need to protect them to ensure a congenial Business environment.
12	International Protocols, Conventions, Trends and Scenario of Intellectual Property Rights. TRIPS, GATT etc.	Class Room Discussions, Case Studies, Media Presentations.	Appreciating and Understanding the Global view of IPR
13	IP Management, Concept of IP Management, Intellectual Property and Marketing, IP asset valuation	Class Room Discussions, Case Studies, Media Presentations.	Management and Intellectual Property. Monetisation and Evaluating IP.

Text books

1	Indian Patents Act, Indian Copyright Act, Indian Trademarks Act, Indian Designs Act.
2	TRIPS Agreement
3	Cornish : Intellectual Property.

Reference books

1	Nair and Kumar : Intellectual Property Rights.
2	Narayanan : Patent Law
3	Saxena : Trade Related Issues of Intellectual Property Rights and Indian Patents Act.

Assessment

Internal	40%
Semester end	60%

MMS Revised Guidelines under Credit Based Semester and Grading System:
(10 point grading system)

EXAMINATION / ASSESSMENT AND GRADING

Semester wise performance assessment of every registered learner is to be carried out through various modes of examinations. These include Internal Assessment and End Semester Examination. Internal Assessment includes class tests, home assignments based on live problems, course projects either in a group or individually. The modes of evaluation and distribution of weightage for each of the assessments is given in the syllabus manual of the programme. Normally weightage of Internal Assessment and End Semester Examination is 40 and 60 percentage respectively.

Mode of Assessment/Evaluation

Mode of Evaluation for Theory Course:-

The various modes of assessment used for rating learners' performance in a theory course include

1. Internal Assessment and End Semester Examination. Relative weightage for Internal Assessment is typically 40 percent and will be evaluated by the faculty as per his/her Teaching Learning Plan submitted at the beginning of the academic year.
2. The end semester examination will be held at the end of the Semester planned by the Institute and the relative weightage for this would be 60 percent. It is normally of 3 hours duration and will cover the full syllabus of the course. **The end semester examination is mandatory.** The **grade** for **theory courses** can be **awarded** only after **successful completion** of both **Internal Assessment** and **End Semester Examination** of the respective course.

Mode of Evaluation of Projects

If the performance of a student is to be evaluated through Project work for any course since for a subject like "Creativity & Innovation" the Internal Examination OR End Term Examination (written) may not be suitable method of evaluation then the project evaluation to be done as per the following guidelines keeping the ratio of Internal and End term Examination intact to 40 and 60 respectively.

The learner (individual / Group) to be given a **Project** – (Problem or a situation) for which he needs to Prepare the solution. This Project is to be graded, at the end of the respective semester. The projects are supervised or guided, and need regular interaction (atleast once a week) with the mentor/guide. Project group has to submit a project report and defend it in front of a panel of examiners. Panel of examiners for Project evaluation will be appointed by Head of Department/Institute. The project report will not be accepted if students fail to complete the project successfully and submit on or before the deadline given for the project submission.. The **grade** for **Project** can be awarded only after **successful completion** of **Term Work** and **Oral Presentation / viva-voce** as per the schedule.

For Example, if a faculty wants to evaluate the learners' performance through a project for 100 marks. He can devise the marks allocation as 40 marks for "the conceptual understanding of the Topic, Introduction and methodology he wishes to adopt and 60 marks for the actual data collected, usage of methodology he thought of , preparation and presentation of the report with conclusions and presentation to the panelists.

Another example is a subject, "Developing Teams and Effective Leadership". These skills should be learnt by doing rather than by learning theory and writing examination. Therefore, an institute offering this subject may evolve a suitable method of evaluation and break it into internal and end semester evaluation.

Grading of Performance

Letter Grade and Grade Point Allocation

The Revised Credit and Grading System will be effective from the academic year 2016-2017 for the Faculty of Management of University of Mumbai. In every Course, based on the combined performance in all assessments, in a particular Semester as per the curriculum/syllabus, the student is awarded a letter grade. These letter grades not only indicate a qualitative assessment of the learner's performance but also carry a quantitative (numeric) equivalent called the Grade Point. The letter grades and their equivalent grade point applicable for **MMS** program are given below:

A learner who remains **absent** in any form of **evaluation/examination, letter grade** allocated to him/her should be **AB** and corresponding **grade point** is **zero.** He/She should reappear for the said evaluation/examination in due course.

Range of percentage of Marks	Letter Grade	Grade Point	Performance	SGPA / CGPA Range
80 and above	O	10	Outstanding	9.51 – 10
75-79.99	A+	9	Excellent	8.51 – 9.50
70-74.99	A	8	Very Good	7.51 – 8.50
65-69.99	B+	7	Good	6.51 – 7.50
60-64.99	B	6	Fair	5.51 – 6.50
55-59.99	C	5	Average	4.51 – 5.50
50-54.99	P	4	Pass	4.0 – 4.50
Below 50	F	0	Fail	< 4
Absent	AB	0	Fail	

SGPA/ CGPA Calculation

Semester Grade Point Average (SGPA)

The performance of a learner in a semester is indicated by a number called Semester Grade Point Average (SGPA). The SGPA is the weighted average of the grade points obtained in all the courses by the learner during the Semester. For example, if a learner passes five courses (Theory/Projects etc.) in a semester with credits C_1, C_2, C_3, C_4 and C_5 and learners grade points in these courses are G_1, G_2, G_3, G_4 and G_5 respectively, then learners' SGPA is equal to:

$$\textbf{SGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + C_4G_4 + C_5G_5}{C_1 + C_2 + C_3 + C_4 + C_5}$$

The SGPA is calculated to two decimal places. The SGPA for any semester will take into consideration the "***F*** or ***AB***" grade awarded in that semester. For example if a learner has failed in course 4, the SGPA will then be computed as:

$$\textbf{SGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + C_4\text{*ZERO} + C_5G_5}{C_1 + C_2 + C_3 + C_4 + C_5}$$

Cumulative Grade Point Average (CGPA)

An up to date assessment of the overall performance of a learner from the time s/he entered the University of Mumbai is obtained by calculating a number called the Cumulative Grade Point Average (CGPA), in a manner similar to the calculation of SGPA. The CGPA therefore

considers all the courses mentioned in the curriculum/syllabus manual, towards the minimum requirement of the degree learner have enrolled for. The CGPA is calculated at the end of every semester to two decimal places and is indicated in semester grade report cards.The CGPA will reflect the **failed status** in case of **F grade(s),** till the course(s) is/are **passed**. When the **course(s)** is/are **passed** by obtaining a **pass grade** on subsequent examination(s) the **CGPA** will only reflect the **new grade** and not the **fail grades** earned earlier.

Example: Up to semester ***r*** a learner has registered for ***n*** courses, among which s/he has "***F***" grade in i^{th} course. The semester grade report at the end of semester ***r*** therefore will contain a CGPA calculated as:

$$\textbf{CGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + \ldots C_i{*}ZERO + \ldots + C_nG_n}{C_1 + C_2 + C_3\ldots + C_{i+} \ldots + C_n}$$

Even if a learner has **failed** in a course **more than once,** the course will figure **only once** in the **numerator** as well as the **denominator**. At the end of semester ***r+1*** s/he has appeared for examination for ***k*** number of courses including the i^{th} **backlog course** and has cleared all the courses including the **backlog course,** the CGPI at the end of this semester is calculated as,

$$\textbf{CGPA} = \frac{C_1G_1 + C_2G_2 + C_3G_3 + \ldots C_i{*}G_i + \ldots + C_nG_n}{C_1 + C_2 + C_3\ldots + C_{i+} \ldots + C_n}$$

There will also be **a final CGPA** calculated which considers **all the credits earned** by the learner specified for a particular programme.

Illustration of Computation of SGPA and CGPA

Computation of SGPA and CGPA

i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e

SGPA (Si) = Σ(Ci x Gi) / ΣCi

where Ci is the number of credits of the *i*th course and

Gi is the grade point scored by the student in the *i*th course.

ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.

CGPA = $\Sigma(Ci \times Si) / \Sigma Ci$

where Si is the SGPA of the *i*th semester and

Ci is the total number of credits in that semester.

iii. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts. A Successful learner who has passed in all the courses of each Semesters i.e Semester I, Semester II, Semester III and Semester IV shall be awarded grades as shown in the table given below:

Grade Table: - Grade Allocation under 10 point grading scale in CBSGS.

Range of percentage of Marks	Letter Grade	Grade Point	Performance	SGPA / CGPA Range
80 and above	O	10	Outstanding	9.51 – 10
75-79.99	A+	9	Excellent	8.51 – 9.50
70-74.99	A	8	Very Good	7.51 – 8.50
65-69.99	B+	7	Good	6.51 – 7.50
60-64.99	B	6	Fair	5.51 – 6.50
55-59.99	C	5	Average	4.51 – 5.50
50-54.99	P	4	Pass	4.0 – 4.50
Below 50	F	0	Fail	< 4
Absent	AB	0	Fail	

Example to illustrate the computation of SGPA and CGPA

Semester I

Subject	**Marks**	**Grade**	**Grade Point (Gi)**	**Credits (Ci)**	**Ci*Gi**	**SGPA**
Sub-1	95	O	10	4	40	SGPA = 108/16 = 6.75
Sub-2	59	C	5	4	20	
Sub-3	59	C	5	4	20	
Sub-4	68	B+	7	4	28	
Credits Earned				**16**	**108**	
Remarks:					**Grade: B+**	Range 65-69.99

Semester II

Subject	**Marks**	**Grade**	**Grade Point (Gi)**	**Credits (Ci)**	**Ci*Gi**	**SGPA**
Sub-1	60	B	6	4	24	SGPA= 120/16 = 7.50
Sub-2	65	B+	7	4	28	
Sub-3	66	B+	7	4	28	
Sub-4	80	O	10	4	40	
Credits Earned				**16**	**120**	
Remarks: Successful					**Grade: B+**	Range65-69.99

Semester III

Subject	**Marks**	**Grade**	**Grade Point (Gi)**	**Credits (Ci)**	**Ci*Gi**	**SGPA**
Sub-1	62	B	6	4	24	SGPA = 128/16 = 8.00
Sub-2	68	B+	7	4	28	
Sub-3	85	O	10	4	40	
Sub-4	78	A+	9	4	36	
Credits Earned				**16**	**128**	
Remarks: Successful					**Grade: A**	range 70-74.99

Semester IV

Subject	Marks	Grade	Grade Point (Gi)	Credits (Ci)	Ci*Gi	SGPA
Sub-1	89	O	10	4	40	SGPA = 96/12 = 8.00
Sub-2	63	B	6	4	24	
Sub-3	72	A	8	4	32	
Credits Earned				**12**	**96**	
Remarks: Successful					**Grade: A**	range 70-74.99

Calculation of CGPA

Semester	SGPA (Si)	Credits (Ci)	Si*Ci	CGPA	
I	6.75	16	108	CGPA= 452/60 = 7.53	**Grade: A**
II	7.5	16	120		
III	8	16	128		
IV	8	12	96		
Total Credits Earned		**60**	**452**		range70-74.99

Heads of Passing

Internal Assessment (IA) and End Semester Examination (ESE) should be two separate heads for passing. E.g. 40 marks (IA), 60 marks (ESE). Passing standard will be 50% in each individually, i.e 20 marks in (IA) and 30 marks in ESE.

3.6 Promotion of Learner and Award of Grades

A learner will be declared **PASS** and be eligible for **Grade** in M.M.S. course (**Post Graduate Programme**) if a learner secures **at least 50% marks separately in each head of passing as** mentioned above.

Report Card will contain only Grades and no numerical marks.

At the end of each Semester the Grade card which states the performance of the learner in that Semester, is prepared and issued to the leaner. The Grade Card will contain the courses undertaken by the learner, credits of each course, Grade obtained by the learner and SGPA / CGPA in the format given by the University.

Carry Forward of Marks

In case of a learner who does not fulfill criteria mentioned in section 3.4 and fails in the **Internal**

Assessment and/or **End Semester Examination** in one or more courses:

- A learner who **PASSES** in the **Internal Assessment** but **FAILS** in the **End Semester Examination** of the course shall reappear for the **End Semester Examination** of that course. However his/her marks of the **Internal Assessment** shall be **carried over** and he/she shall be entitled for grade obtained by him/her on passing.
- A learner who **PASSES** in the **End Semester Examination** but **FAILS** in the **Internal Assessment** of the course shall **reappear** for the **Internal Assessment** of that course. However his/her marks of the **End Semester Examination** shall be **carried over** and he/she shall be entitled for grade obtained by him/her on passing.

Re-examination of Internal Assessment and End Semester Examination

Re-examination for **Internal Assessment and End Semester Examination** should be completed, as per the schedule planned by the respective institutes, before the commencement of next semester theory examination.

Example: A learner who is supposed to reappear for ***Internal Assessment or End Semester Examination*** in semester-I course will appear for the re-examination before commencement of End Semester Examination of semester -II. However, if a learner has to appear for the re-examination for a subject in semester II then the examination should be conducted and the result should declared by the institute before the examination forms for the semester III are sent to the University.

Re-examination of Internal Assessment will be based on single examination having same marks as of original assessment. A learner who supposed to reappear for Internal Assessment will be given some work by the concerned teacher. The work assigned can be of the form of a course project/ assignment problems/ test/ tutorials etc. A learner will do the submission of the assigned work in the predefined period. Records should be maintained properly for all the re-examinations as well as Internal Assessments.

Rules for Standard of Passing and Allowed to Keep Terms (ATKT)

1. Under the newly introduced credit based grading system of MMS programme, a learner in order to pass has to obtain minimum 50% marks in aggregate consisting of minimum 50% marks in each set of the examinations separately i.e. internal examination and external examination, as per the standard of passing.
2. Learner(s), who do not obtain minimum 50% marks in subject(s)/paper(s)/course(s) either in the internal assessment or in the external examination or both, shall be declared as "Fail" as per the standard of passing of examination.
3. A learner failing in not more than two subjects/papers/courses in the Semester I exam shall be allowed to keep terms in Semester II of the MMS programme.
4. A learner who has failed in more than two subjects/papers/courses in the Semester I exam, shall not be permitted to proceed to Semester II of his/her first year MMS programme. He/ She will, however, be eligible to re – appear for the subjects in which he /she has failed in the first semester by re – registering himself/herself in the supplementary examination to be conducted by the institute.
5. A learner who has passed in both the semester examinations conducted by the institute i.e.: Semester I and Semester II examinations shall be eligible for admission into Semester III of the MMS programme.
6. A learner failing in not more than two subjects/papers/courses in the Semester III examination shall be allowed to keep terms in Semester IV of the MMS programme.
7. A learner, who has failed in more than two subjects/papers/courses in Semester III, shall not be permitted to proceed to Semester IV of his/her second year MMS programme. He/She will, however, be eligible to re – appear in the subjects in which he /she has failed in the third semester by re – registering himself/herself in the supplementary examination to be conducted by the institute/university or both.

8. A learner who has passed in all of the semester examinations of MMS i.e Semester I, Semester II, Semester III, Semester IV examinations shall not be allowed to re – register himself/herself for improvement of his/her semester examination results.
9. A learner who has not appeared in the internal examinations conducted by the institute for due to hospitalization shall as a special case be permitted to appear in those subject(s)/course(s)/paper(s) in the supplementary examination conducted by the institute after he/she furnishes a valid medical certificate certified by the rank of a civil surgeon or superintendent of Government hospital to the satisfaction of the Principal/Director of the institute.

SEMESTER EXAMINATIONS

The MMS degree programme under the new credit based grading system shall be of two years duration consisting of Four (04) Semesters. The semester examinations for the Master of Management Studies will be held at the end of every semester i.e at the end of Semester I, Semester II, Semester III and Semester IV. The Semester I examination will be held in the Second half of the academic year in which the learner was admitted (i.e November/December), Semester II examination will be held in the first half of the calendar year (April/May), The Semester III examination will be held in the Second half of the academic year (i.e November/December), Semester IV examination will be held in the first half of the calendar year (April/May) respectively.

UNIVERSITY OF MUMBAI

Restructured & Revised Syllabus under

Credit based Semester and Grading System

for

Master of Management Studies (MMS)
Semester III & IV

2 Years full-time
Masters Degree Course in Management

(Effective from the academic year 2016 – 2017)

Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester III

Sr. No.	Common subjects
1	International Business
2	Strategic Management (UA)

FINANCE SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Financial Markets and Institutions	1	Banking and Financial Services Institutions
2	Corporate Valuation and Mergers & Acquisitions	2	Investment Banking
3	Security Analysis and Portfolio Management	3	Wealth Management
4	Financial Regulations	4	Infra and Project Finance
5	Derivatives and Risk Management	5	Strategic Cost Management
	Summer Internship	6	Commodities Markets
		7	Mutual Fund
		8	Financial Modeling
		9	International Finance

SYSTEMS SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Database Management System & Data Warehousing	1	Cloud Computing & Virtualization
2	Enterprise Management System	2	Information System Security and Audit
3	Big Data and Business Analytics	3	Data Mining and Business Intelligence
4	Knowledge Management	4	IT Consulting
5	Software Engineering	5	Digital Business
	Summer Internship	6	Software Project management
		7	Governance of Enterprise IT & Compliance
		8	Cyber Laws & Managing Enterprise IT Risk

Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester III

Sr. No.	Common subjects
1	International Business
2	Strategic Management (UA)

HRM SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Training & Development	1	Personal Growth Laboratory
2	Compensation and Benefits	2	Global HRM
3	Competency Based HRM and Performance Management	3	Employee Branding and Employer Value Proposition
4	Labour Laws and Implications on Industrial Relations	4	HR Analytics
5	HR Planning and Application of Technology in HR	5	O.S.T.D.
	Summer Internship	6	HR Audit
		7	Employee Relations , Labour Laws and Alternate Dispute Resolution

OPERATIONS SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Supply Chain Management	1	World Class Manufacturing
2	Operations Analytics	2	Business Process Re-engineering And Benchmarking
3	Service Operations Management	3	Technology Management & Manufacturing Strategy
4	Manufacturing Resource Planning & Control	4	Strategic Operations Management
5	Materials Management	5	Industrial Engineering Applications & Management
	Summer Internship	6	TQM
		7	International Logistics
		8	Quantitative Models in Operations
		9	Productivity Management

Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester III

Sr. No.	Common subjects
1	International Business
2	Strategic Management (UA)

MARKETING SPECIALIZATION

Sr. No.	Core	Sr. No.	Electives (Any 1)
1	Sales Management	1	Retail Management
2	Marketing Strategy	2	Rural Marketing
3	Consumer Behaviour	3	Marketing Analytics
4	Services Marketing	4	Digital Marketing
5	Product & Brand Management	5	Customer Relationship Management
	Summer Internship	6	Marketing Research & Analysis
		7	Event Management
		8	Health Care Marketing
		9	Distribution & SCM
		10	Tourism Marketing
		11	Marketing of Banking & Financial Services

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER III (CBGS)
With effect from Academic year 2016-17

FINANCE

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	International Business	27	2	40 IA	60 IA	100	3	4
2	Strategic Management (UA)	27	2	40 IA	60 UA	100	3	4
3	Financial Markets and Institutions	27	2	40 IA	60 IA	100	3	4
4	Corporate Valuation and Mergers & Acquisitions	27	2	40 IA	60 IA	100	3	4
5	Security Analysis and Portfolio Management	27	2	40 IA	60 IA	100	3	4
6	Financial Regulations	27	2	40 IA	60 IA	100	3	4
7	Derivatives and Risk Management	27	2	40 IA	60 IA	100	3	4
8	**Summer Internship**	-	-	-	-	100	-	4

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER III (CBGS)
With effect from Academic year 2016-17

FINANCE

1 ELECTIVES OUT OF 9								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	Banking and Financial Services Institutions	27	2	40 IA	60 IA	100	3	4
2	Investment Banking	27	2	40 IA	60 IA	100	3	4
3	Wealth Management	27	2	40 IA	60 IA	100	3	4
4	Infra and Project Finance	27	2	40 IA	60 IA	100	3	4
5	Strategic Cost Management	27	2	40 IA	60 IA	100	3	4
6	Commodities Markets	27	2	40 IA	60 IA	100	3	4
7	Mutual Fund	27	2	40 IA	60 IA	100	3	4
8	Financial Modeling	27	2	40 IA	60 IA	100	3	4
9	International Finance	27	2	40 IA	60 IA	100	3	4
Total No of Credits								**36**

UA: University Assessment **IA: Internal Assessment**

UNIVERSITY OF MUMBAI, MUMBAI
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SYSTEMS

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	International Business	27	2	40 IA	60 IA	100	3	4
2	Strategic Management (UA)	27	2	40 IA	60 UA	100	3	4
3	Database Management System & Data Warehousing	27	2	40 IA	60 IA	100	3	4
4	Enterprise Management System	27	2	40 IA	60 IA	100	3	4
5	Big Data and Business Analytics	27	2	40 IA	60 IA	100	3	4
6	Knowledge Management	27	2	40 IA	60 IA	100	3	4
7	Software Engineering	27	2	40 IA	60 IA	100	3	4
8	**Summer Internship**	-	-	-	-	100	-	4

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER III (CBGS)
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SYSTEMS

1 ELECTIVES OUT OF 8								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	Cloud Computing & Virtualization	27	2	40 IA	60 IA	100	3	4
2	Information System Security and Audit	27	2	40 IA	60 IA	100	3	4
3	Data Mining and Business Intelligence	27	2	40 IA	60 IA	100	3	4
4	IT Consulting	27	2	40 IA	60 IA	100	3	4
5	Digital Business	27	2	40 IA	60 IA	100	3	4
6	Software Project management	27	2	40 IA	60 IA	100	3	4
7	Governance of Enterprise IT & Compliance	27	2	40 IA	60 IA	100	3	4
8	Cyber Laws & Managing Enterprise IT Risk	27	2	40 IA	60 IA	100	3	4
Total No of Credits								**36**

UA: University Assessment **IA: Internal Assessment**

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER III (CBGS)
With effect from Academic year 2016-17

HRM

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	International Business	27	2	40 IA	60 IA	100	3	4
2	Strategic Management (UA)	27	2	40 IA	60 UA	100	3	4
3	Training & Development	27	2	40 IA	60 IA	100	3	4
4	Compensation and Benefits	27	2	40 IA	60 IA	100	3	4
5	Competency Based HRM and Performance Management	27	2	40 IA	60 IA	100	3	4
6	Labour Laws and Implications on Industrial Relations	27	2	40 IA	60 IA	100	3	4
7	HR Planning and Application of Technology in HR	27	2	40 IA	60 IA	100	3	4
8	**Summer Internship**	-	-	-	-	100	-	4

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HRM

1 ELECTIVES OUT OF 7								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	Personal Growth Laboratory	27	2	40 IA	60 IA	100	3	4
2	Global HRM	27	2	40 IA	60 IA	100	3	4
3	Employee Branding and Employer Value Proposition	27	2	40 IA	60 IA	100	3	4
4	HR Analytics	27	2	40 IA	60 IA	100	3	4
5	O.S.T.D.	27	2	40 IA	60 IA	100	3	4
6	HR Audit	27	2	40 IA	60 IA	100	3	4
7	Employee Relations , Labour Laws and Alternate Dispute Resolution	27	2	40 IA	60 IA	100	3	4
Total No of Credits								**36**

UA: University Assessment **IA: Internal Assessment**

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OPERATIONS

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	International Business	27	2	40 IA	60 IA	100	3	4
2	Strategic Management (UA)	27	2	40 IA	60 UA	100	3	4
3	Supply Chain Management	27	2	40 IA	60 IA	100	3	4
4	Operations Analytics	27	2	40 IA	60 IA	100	3	4
5	Service Operations Management	27	2	40 IA	60 IA	100	3	4
6	Manufacturing Resource Planning & Control	27	2	40 IA	60 IA	100	3	4
7	Materials Management	27	2	40 IA	60 IA	100	3	4
8	**Summer Internship**	-	-	-	-	100	-	4

UNIVERSITY OF MUMBAI, MUMBAI
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OPERATIONS

1 ELECTIVES OUT OF 9								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	World Class Manufacturing	27	2	40 IA	60 IA	100	3	4
2	Business Process Re-Engineering And Benchmarking	27	2	40 IA	60 IA	100	3	4
3	Technology Management & Manufacturing Strategy	27	2	40 IA	60 IA	100	3	4
4	Strategic Operations Management	27	2	40 IA	60 IA	100	3	4
5	Industrial Engineering Applications & Management	27	2	40 IA	60 IA	100	3	4
6	TQM	27	2	40 IA	60 IA	100	3	4
7	International Logistics	27	2	40 IA	60 IA	100	3	4
8	Quantitative Models in Operations	27	2	40 IA	60 IA	100	3	4
9	Productivity Management	27	2	40 IA	60 IA	100	3	4
Total No of Credits								**36**

UA: University Assessment **IA: Internal Assessment**

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER III (CBGS)
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MRKETING

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	International Business	27	2	40 IA	60 IA	100	3	4
2	Strategic Management (UA)	27	2	40 IA	60 UA	100	3	4
3	Sales Management	27	2	40 IA	60 IA	100	3	4
4	Marketing Strategy	27	2	40 IA	60 IA	100	3	4
5	Consumer Behaviour	27	2	40 IA	60 IA	100	3	4
6	Services Marketing	27	2	40 IA	60 IA	100	3	4
7	Product & Brand Management	27	2	40 IA	60 IA	100	3	4
8	**Summer Internship**	-	-	-	-	100	-	4

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER III (CBGS)
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MRKETING

1 ELECTIVES OUT OF 11								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	Retail Management	27	2	40 IA	60 IA	100	3	4
2	Rural Marketing	27	2	40 IA	60 IA	100	3	4
3	Marketing Analytics	27	2	40 IA	60 IA	100	3	4
4	Digital Marketing	27	2	40 IA	60 IA	100	3	4
5	Customer Relationship Management	27	2	40 IA	60 IA	100	3	4
6	Marketing Research & Analysis	27	2	40 IA	60 IA	100	3	4
7	Event Management	27	2	40 IA	60 IA	100	3	4
8	Health Care Marketing	27	2	40 IA	60 IA	100	3	4
9	Distribution & SCM	27	2	40 IA	60 IA	100	3	4
10	Tourism Marketing	27	2	40 IA	60 IA	100	3	4
11	Marketing of Banking & Financial Services	27	2	40 IA	60 IA	100	3	4
Total No of Credits								**36**

UA: University Assessment **IA: Internal Assessment**

Programme - Masters in Management Studies

Semester - III

COMMON SUBJECT

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**International Business**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1.	To develop a deep understanding of International Management
2.	To develop the analytical ability of the student to attain an insight into International Management contexts

Prerequisites if any	Business Management
Connection with subjects in the current or future courses	International Marketing Strategic Management

Module

Sr. No.	Content	Activity	Learning Outcome
1.	Introduction ➢ Objective ➢ Scope ➢ Perlmutter's EPRG Model	**Lecture**	Understanding the scope of international business
2.	Country Analysis ➢ PESTEL analysis ➢ The Atlas of Economic Complexity ➢ Porters Diamond ➢ Country Risk analysis	**http://atlas.cid.harvard.edu Activity on PESTEL of emerging markets Lecture**	Evaluating country attractiveness, impact on business models
3.	Cross Cultural Management ➢ Hofstede's Cultural Dimension ➢ CAGE Framework Pankaj Ghemawat ➢ Culture and Leader Effectiveness: The GLOBE Study	**Case/ lecture**	Understanding cultural differences and impact on business operations
4.	Mode of Entry ➢ Market/Country Entry Strategic Alliances/- JV / M&A	**Case / lecture**	Optimal way to enter a market

Sr. No.	Content	Activity	Learning Outcome
5.	Investment Decisions ➢ Drivers of FDI – Special emphasis on emerging markets ➢ Offshore Banking ➢ Forex Management – ADR-GDR's- EU bonds	**Case / lecture**	International finance decisions and impact on operations
6.	WTO Regional Trade Agreements ➢ Building Blocks of WTO ➢ Major agreements of WTO	**Case / lecture**	Basics of WTO from the perspective of a business manager
7	Managing of Multinationals ➢ Organization Structure -Matrix -Geographic -Product ➢ International HRM -Expatriate Management -Staffing of Subsidiaries ➢ Integration Response Models -Types of subsidiaries -Control of subsidiaries ➢ Global manufacturing and supply chain - Optimizing of Supply chain - Offshoring V/S Outsourcing	**Cases / Lectures/Assignment**	Multinational and subsidiary development and management. Impact of I-R model on subsidiary management.

Text Books

1) International Business - Mike W. Peng; Klaus E. Meyer - Cengage Learning
2) International Business Environment, The: Text and Cases- J Stewart Black ; Anant K Sundaram – Prentice Hall India
3) International Business –Charles W L Hill - McGraw Hill

Reference Books

1. International Management - Arvind V Pathak - TMH
2. The Cultural Dimension of International Business – Gary P Ferraro – Pearson
3. Multinational Management – John B. Cullen _ Thomson
4. International Business: Challenges and Choices - Alan Sitkin, Nick Bowen – Oxford Press

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Strategic Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objective

1	To appreciate the role of Strategic thinking in changing business environment
2	To understand the process of Strategy Formulation, Implementation & Evaluation
3	Focus on application & decision making

Prerequisites if any	
Students to refresh themselves on critical concepts and models in the areas of wrt HR, Marketing, Finance, Operations	The subject provides knowledge about corporate level strategies with cross functional perspective. Hence basic orientation of all relevant business disciplines is appreciated

Module

Sr. No	Content	Activity	Learning outcomes
1	Introduction to Strategic Management and schools of Strategic formulation and implementation & evaluation	Lecture and Case discussion	Familiarization with terminologies and processes of Strategic Management
2	Globalization, addressing a VUCA environment with a bottoms – up approach (Volatile, Uncertain, Complex and Ambiguous time)	Lecture and Case discussion	Understanding of Strategic Management so as to enable the students shoulder responsibilities in the ever changing global arena
3	PESTEL & SWOT as tools for strategic formulation	Lecture and Case discussion	Environmental scanning and appreciation of external business environment for effective strategy formulation
4	BCG matrix / GE matrix, 7S McKinsey models as tools for strategic formulation	Lecture and Case discussion	SBU portfolio management and strategic coherence
5	Ansoff matrix, Grand strategy as tools for strategic formulation	Lecture and Case discussion	Acquaintance with tools of strategic fit
6	Porter's Generic strategies and Value chain	Lecture and Case discussion	Understanding industry analysis and sustainable competitive advantage
7	Internal Competences & Resources Core, Distinctive, Strategic & Threshold Competence, Competence vs Capability, Resource Analysis , Value Chain Analysis, Strategic Outsourcing Core competence and synergy,	Lecture and Case discussion	Leveraging Sustainable unique advantage with path dependence

Sr. No	Content	Activity	Learning outcomes
	Distinctive competencies, VRIO analysis		
8	Red – Blue - Purple Ocean strategy	Lecture and Case discussion	Identifying strategic gaps in the market and filling them with unique advantage
9	Competing in Global Markets: Differences in Cultural, Demographic and Markets, Multi Country and Global competition concepts, Strategy options Competing in Emerging Markets	Lecture and Case discussion	Understanding organizational growth options, strategizing and implementing them
10	Mergers and Acquisitions, Strategic alliance & Joint Ventures, Vertical Integration, Offensive , Defensive Strategies,	Lecture and Case discussion	Understanding non- financial perspective and strategic parameters in the globalized world
11	Strategy Evaluation and Control Types of Control, Evaluation & Control Criteria Pre & Post Implementation	Lecture and Case discussion	Understanding of evaluation and control processes to ensure effective implementation
12	Change management and Turn – around strategies	Lecture and Case discussion	Multi directional, innovative ways of business growth, aligning organizational forces to achieve desired objectives
13	Case studies & presentation		

Texts Books

1. Pierce & Robinson, "Strategic Management: Formulation, Implementation & Control", 9th Ed, Tata McGraw – Hill, N. Delhi
2. David Fred R, "Strategic Management: Concepts & Cases", 10th Ed, Pearson – Prentice Hall, N. Delhi
3. Thomson, Strickland, Gamble & Jain, "Crafting & Executing Strategy", 14th Ed, Tata McGraw – Hill, N.Delhi
4. Hit, Ireland, Hoskisson & Manikutty, "Strategic Management: A South – Asian Perspective", 9th Ed, Cengage Learning, Delhi

Reference Books:

1. Pierce & Robinson, "Strategic Management: Formulation, Implementation & Control", 9th Ed, Tata McGraw – Hill, N. Delhi
2. David Fred R, "Strategic Management: Concepts & Cases", 10th Ed, Pearson – Prentice Hall, N. Delhi
3. Cherunilam Francis, "Strategic Management: A Book on Business Policy & Corporate Planning", Himalaya Publishing House, Mumbai, 2008
4. Johnson & Scholes, "Explaining Corporate Strategy", 6th Ed, Pearson Education, Delhi

5. Kachru Upendra, “Strategic Management: Concepts and Cases”, Excel Books, N. Delhi
6. Barney Jay, “Gaining & Sustaining Competitive Advantage”, 2nd Ed, Prentice – Hall, N. Delhi
7. Patil Ashish, “Mergers & Acquisitions” SAAA Capital Pte. Ltd, Singapore
8. Renee Mauborgue, W. Chan Kim, Blue Ocean Strategy, Harvard Business Review, 2005
9. Gary Hamel, C.K. Prahalad, Competing for the Future, Harvard Business Review, 1994
10. Thomson, Strickland, Gamble & Jain, “Crafting & Executing Strategy”, 14th Ed, Tata McGraw – Hill, N.Delhi
11. Nag A, “Strategic Management – Analysis, Implementation & Control”, - Vikas Publishing House, 2011
12. Mintzberg Henry, “Strategic Safari”, 2009, Prentice - Hall Inc, New York.
13. Grant Robert, “Contemporary Strategic Management”, 6th Ed, Wiley India
14. Hit, Ireland, Hoskisson & Manikutty, “Strategic Management: A South – Asian Perspective”, 9th Ed, Cengage Learning, Delhi
15. Wheelen & Hunger, “Strategic Management and Business Policy”, 8th Ed, Prentice Hall, N.J.
16. Kazmi & Kazmi, “Strategic Management and Business Policy”, 4th Ed, Tata McGraw – Hill, N. Delhi
17. Rajiv Gupte & Shailesh Kale, “Strategic Management in the age of Globalization”, 1st Ed, Himalaya Publishing House, Mumbai, 2007 (proposed)

Assessment

Internal	40%
Semester-end	60%

Programme - Masters in Management Studies

Semester - III

FINANCE (CORE)

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Financial Markets and Institutions**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1	To understand different components of the Indian Financial system and their functions.
2	To comprehend various products issued through different financial institutions in the primary and secondary markets.
3	To understand the fixed income market, the different instruments and concepts related to it.

Prerequisites if any	Financial Management.
Connections with Subjects in the current or Future courses	International Business, International finance, Derivatives and Risk Management and Commodities.

S. No	Content	Activity	Learning Outcomes
1	**Indian financial system (IFS)** Historical evolution of IFS. Different components of the financial system and their functions Financial markets - primary and secondary markets; OTC and exchange markets; and equity and debt markets.	Lecture and classroom discussion	Understanding Indian financial system and its components
2	**The Role of the Central Bank – RBI** RBI's monetary policy in its proper perspective in the overall IFS.	Lecture and classroom discussion	Understanding the role of RBI in the IFS
3	**Stock Exchanges of the Country and Primary Markets.** Evolution of stock exchange and their role in shaping the financial scenario of a country.	Lecture and classroom discussion	Comprehension of SE functioning and various products issued by different financial institutions in primary market of India
4	**Secondary Markets** Products involved in domestic and foreign markets, institutions involved, stock and other exchanges, clearing house mechanisms and clearing corporation, broking houses and portfolio management services.	Lecture and classroom discussion	Ability to understand different financial products issued in domestic and foreign markets and the working of clearing houses, broking houses, stock exchanges

S. No	Content	Activity	Learning Outcomes
5	**Emerging Markets and Products** Alternate finance products and players, such as crowd funding, product to product finance, interest-free financial products, thematic indexes.	Lectures and classroom discussions	Understand new markets, products and players
6	**Derivatives** Products-Forwards, futures, options and swaps, Exotic options. Financial market activities – speculation, hedging and arbitrage.	Lecture and exercises	Ability to outline the basics of derivative products available in financial markets
7	**Intermediaries** Mutual funds, insurance firms and hedge funds, commercial banks and investment banks.	Lecture and classroom discussion	Ability to comprehend the working of intermediaries
8	**Fixed income securities** Bond characteristics, bond types, coupon types, computation of different yields and bond price, relationship between yield and price, floaters and inverse floaters.	Lecture and exercises	Ability to understand different concepts of fixed income securities
9	**Fixed income securities** Spot rates and forward rates, zero coupon yield curve, theories of term structure of interest rates. Fixed income risk measures: duration, modified duration, convexity and price value of basis point.	Lecture and exercises	Ability to understand and compute different measures of risk of fixed income securities
10	**Foreign Exchange Markets**	Lecture and classroom discussion	General understanding of currency markets and its role in the financial system

Text Books

1	Bharati V. Pathak, The Indian Financial System-Markets, Institutions and Services.
2	Mishkin and Eakins, Financial Markets and Institutions.
3	L M Bhole and Jitendra Mahakud, Financial Markets & Institutions.

Reference Book

1	Fabozzi, The Handbook of Fixed Income Securities.
2	Anthony Saunders, Financial Markets and Institutions.
3	Meir Kohn, Financial Institutions & Markets.

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Corporate Valuation and Mergers & Acquisitions**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objective

1	To understand the process and set of procedures to be used to estimate the value of a company.
2	To learn to make strategic decisions in M&A to enhance a company's growth.

Prerequisites if any	Financial management, Financial markets and institutions .
Connections with Subjects in the current or Future courses	SAPM, Investment banking and Venture capital and private equity.

Sr. No.	Content	Activity	Learning outcomes
1	**Over view of valuation** Approaches to valuation, valuation process, uses of valuation, information needed for valuation, Judicial and regulatory overview.	Lecture and classroom discussion	Understanding the basic concepts of valuation and the interplay of factors affecting valuation
2	**Financial statements, leverage and working capital from valuation perspective.**	Lecture and exercises	Understand the role of leverage, working capital and ratios in valuation
3	**Calculation of valuation inputs** Risk measurement, looking for relationships in data, cost of capital, FCFF and FCFE, growth rates.	Lecture and exercises	Ability to calculate the elements of risk, return and cash flows
4	**Discounted approaches to valuation** 1. Discounted Cash Flow Valuation a. Basics b. Estimating Inputs c. Discount Rates d. Growth flows e. Growth Patterns 2. Dividend discount model a. Constant growth model b. Zero growth model c. Two stage model d. H model e. Three stage model	Lecture and problem solving	Overview of valuation using discounted cash flow methods and ability to calculate the same

Sr. No.	Content	Activity	Learning outcomes
5	**Other Non-DCF valuation models** 1. Relative valuation model a. PE b. PEG c. Relative PE ratio d. Enterprise value multiples e. Choosing the right multiples 2. Book value approach 3. Stock and debt approach **Special cases of valuation** 1. Intangibles –Brand, Human valuation etc 2. Real estate 3. Start up firm 4. Firms with negative earnings 5. Financial service companies 6. Distressed firms 7. Valuation of cash and cross holdings 8. Warrant and convertibles 9. Cyclical & non-cyclical companies 10. Holding companies 11. E-commerce firm	Lecture and problem solving	Understanding of different alternative methods used in valuation
6	**Option pricing applications in valuation**	Lecture and problem solving	Understanding valuation of real options with help of binomial model and Black and Scholes model
7	**Writing a valuation report**	Lecture	Understanding the guidelines to be followed in valuation reports
8	**Introduction to Mergers & Acquisitions** Types of restructuring, regulatory considerations, takeover code, M&A process.	Classroom discussion	Understanding the various forms of business restructuring, the regulatory aspects and the M& A process
9	**M &A valuation and modeling** Inputs to valuation model, Inputs from due diligence and calculation of the value of the company.	Problem solving	Ability to calculate the value of a company
10	**Deal structuring and financial strategies** Negotiations, payment and legal considerations, tax and accounting considerations, financing of the deal.	Classroom discussion	Understand the different methods of financing, payment and tax considerations and other factors important for deal structuring
11	**Alternative business restructuring strategies** Joint ventures, strategic alliances, demergers or spin offs, split off, divestiture, equity carve out.	Classroom discussion.	Understanding the alternative business restructuring methods for creation of shareholders wealth

Text Books

1	Prasanna Chandra , Corporate Valuation
2	Donald M.Depamphilis , Mergers, Acquisitions and other restructuring activities.
3	Damodaran, Valuation
4	Ashish Patil , Mergers & Acquisitions – The art of science

Reference Books

1	Damodaran , Investment Valuation
2	Palepu, Healy and Bernard, Business Analysis and Valuation Using Financial Statements.
3	Sudi Sudarsanam , Creating Value from Mergers & Acquisitions.

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Security Analysis and Portfolio Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objective

1	To understand the factors affecting the prices of different assets and to create an optimum portfolio based on given risk conditions.
2	To understand the need for continuous evaluation and review of the portfolio with different techniques.
3	To learn technical analysis to predict price movements based on indicators and forecasting techniques.

Prerequisites if any	This subject requires basic knowledge of Financial management, financial markets and institutions.
Connections with Subjects in the current or Future courses	Investment banking, Corporate valuation.

Sr. No.	**Content**	**Activity**	**Learning outcomes**
1	**Introduction to securities**	Lecture and classroom discussion	Understanding the basics of securities
2	**Securities - Risk and return analysis** Types of securities, probability v/s absolute loss in risk management, volatility in prices, statistical tools for risk calculation.	Lecture and exercises	Understand the risk return analysis
3	**Efficient Market Hypothesis** Random walk theory, significance,usage.	Lecture and exercises	Ability to calculate prices using EMH
4	**Equity research and valuation** Sources of financial information, industry analysis, company analysis, valuation of equity shares.	Lecture and problem solving	Ability to carry on company analysis and valuation of equity shares
6	**Fixed income security analysis** Systematic and unsystematic risk, warrants and convertibles, bond valuation		Understand the fixed income securities
7	**Indexing and Benchmarking** Creation of an index, adjusting for corporate adjustments in the index, tracking an index.	Lecture and problem solving	Ability of creating and tracking index

Sr. No.	Content	Activity	Learning outcomes
8	**Technical analysis** Dow theory, types of charts. Japanese candle stick patterns, chart patterns, technical indicators.	Lecture and problem solving	Ability to carry on technical analysis
9	**Capital market theories** Capital asset pricing model, portfolio risk and return.	Lecture	Ability to apply capital market theories
10	**Factor models and arbitrage pricing theory** Factor based valuation models, Risk free arbitrage.	Classroom discussion	Understanding and applying factor models and APT
11	**Investment decision theory** Timing, allocation, buy, hold, sell, short.	Problem solving	Understanding and applying investment decision theory
12	**Portfolio theory** Construction and analysis, portfolio optimization, portfolio management strategies, portfolio performance measurement.	Classroom discussion	Understanding and applying portfolio theory

Text Books

1	Prasanna Chandra , Security Analysis and Portfolio Management.
2	Donald E Fischer, Roland J Jordan, Security Analysis and Portfolio Management.

Reference Books

1	Steven Achelis , Technical Analysis.
2	John Murphy , Technical Analysis of Financial Markets.

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Core**				
Title of the Subject / course	**:**	**Financial Regulations**				
Course Code	**:**					
Credits	**:**	**4**	**Duration**	**:**	**40**	

Learning Objective

1	To understand the regulations and its framework involved in financial system.
2	To learn major intricacies of financial regulations.

Prerequisites if any	
Connections with subjects in the current or future courses	Financial markets and institutions and mergers and acquisitions.

Sr. No.	Content	Activity	Learning Outcome
1.	**Introduction to Financial Regulations** Need and significance of Indian financial system regulations, structure of financial regulations in India, global financial crisis – response of the Indian regulations**.**	Lecture and discussion	Understanding the financial regulations framework and its significance in financial system
2.	**Reserve Bank of India (RBI)** Functions of RBI, credit control measures, qualitative credit control and quantitative credit control, regulatory measures taken by RBI to facilitate financial inclusion. **Securities and Exchange Board of India (SEBI):** Introduction to SEBI Act (1992) – powers and functions of SEBI.	Lecture, conceptual discussion and practical case examples	Clarity and understanding the framework of various financial regulatory and statutory bodies
3.	**Introduction to important SEBI Regulations pertaining to Capital Market:** • Issue of Capital and Disclosure Regulations (2009). • SEBI (Prohibition of Insider Trading) Regulations – 2015. • SEBI (Prohibition of Fraudulent and Unfair Trade Practices Related to Securities Market) Regulations – 2003. • SEBI Substantial Acquisition and Takeover Regulations – (2011). • Mutual Fund: SEBI (Mutual Funds) Regulations – 1996.	Lecture, conceptual discussion and practical case examples	Clarity and understanding of the regulatory framework with respect to SEBI in regulating the capital market

Sr. No.	Content	Activity	Learning Outcome
4.	**Insurance Regulatory and Development Authority (IRDA)** IRDA Act, Salient features of the IRDA Act, 1999, IRDA (protection of policy holder interests) Regulations 2002, its duties, power and functions of authority. **Competition Commission of India** Concept of competition , development of Competition Law, Competition Policy - Competition Act, 2002 - Anti Competitive Agreements, abuse of dominant position, combination, regulation of combinations, competition commission of India, appearance before commission and Appellate Tribunal, compliance of Competition Law.	Lecture and practical case discussion	Understanding the regulatory framework of IRDA and CCI
5.	**Foreign Exchange Management and Regulations** Objectives and definitions under FEMA, 1999,current account transactions and capital account transactions, establishment of branch, office etc. in India, realization and repatriation of foreign exchange, authorized person, penalties and enforcement, foreign contribution (Regulation)Act, 2010.	Lecture and practical case discussion	Understanding the significance of FEMA and foreign trade policy regulations framework
6.	**Prevention of Money Laundering** Genesis, prevention of Money Laundering Act, 2002, concept and definitions, various transactions, etc., obligations of banks and financial institution, KYC.	Lecture and case law discussion	Clarity on money laundering concept and its regulation
7.	**Regulatory framework for International Funds** Regulations framework for rising fund through: Global Depository Receipts (GDRs) and American Depository Receipts (ADRs), External Commercial Borrowings. **Foreign Direct Investment Regulations**: Foreign Direct Investment (FDI) Policy. SEBI (Foreign Portfolio Investors) Regulations -2014, SEBI (Alternate Investment Fund) Regulations – 2012.	Lecture, conceptual discussion and practical case examples	Understanding regulatory framework for international funds and commodity markets
8.	**Regulatory framework related to Credit Rating Agencies:** SEBI (Credit Rating Agencies Regulations) – 1999.	Lecture and discussion	Understanding the significance of regulating the credit rating agencies

Text Books

1.	Siddhartha Shankar Shah , Indian Financial System and Markets.
2.	Shashi K. Gupta and Nisha Aggarwal , Financial Services.
3.	Guruswamy , Merchant Banking and Financial Services.

Reference Books

1.	Madura , Financial Institutions & Markets.
2.	Seth, P.R Kulkarni, Justice A.B , Banking Regulation Act (Commentary).
3.	Guide to FEMA with Ready Reckoner and RBI Circulars .
4.	Ramamurthy, RBI Act .
5.	Ritika Garg and Bharat Agarwal ,Guide to Prevention of Money Laundering Act with Rules and Notifications.
6.	SEBI Manual, Taxmann.
7.	Manual Khilnani , FEMA.
8.	Taxmann , NBFC .
9.	Dr Anil Kumar , Corporate Laws .

Assessment

Internal	40%
External	60%

Semester	**:**	**III Core**			
Title of the Subject / Course	**:**	**Derivatives and Risk Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objectives

1	To understand the concepts related to derivatives markets and gain in-depth knowledge of functioning of derivatives markets.
2	To learn the derivatives pricing and application of strategies for financial risk management.
3	To acquaint learners with the trading, clearing and settlement mechanism in derivatives markets.

Prerequisites if any	Financial management, mathematics and statistics.
Connection with subjects in the current or Future courses	SAPM, Corporate Valuation, Investment Banking, Commodity Markets and International Finance.

Sr. No	Content	Activity	Learning outcomes
1	**Introduction to Derivatives** Economic functions of derivatives, application of derivatives – for risk management and speculation (Leveraging), basic terms and properties of options, futures and forwards.	Classroom discussion	Understanding the basics of derivatives markets
2	**Forwards and Futures** Pricing and valuation - futures and forwards, Risk management using futures, introduction to currencies, commodity and interest rate futures.	Classroom discussion and problem solving	Understanding the process of pricing and valuation of forwards and futures
3	**Mechanics and Properties of Options** Co-relation with underlying assets, boundary conditions for options, Put-call parity and its interpretation, synthetic options and risk free arbitrage.	Classroom discussion and problem solving	Understanding mechanics of options and creating synthetic options
4	**Option Trading Strategies** Directional strategies (Bull call spread, Bear put spread, Ladder, Ratio spreads), Non-directional strategy (butterfly, condor), Volatility based strategies (Straddle, Strangle, Calendar Spread), Hedging strategies (Protective put, covered call).	Classroom discussion/ problem solving/drawing graph and live trading	To understand pay off of each strategy

5	**Introduction to Options Valuation** Binominal Model for valuation, risk neutral probabilities and their interpretation, binomial model's application for American options where the underlying pays the dividend, Black and Scholes Model, log – normal distribution, interpreting the B & S formula, seeing options sensitivity to different variable.	Classroom discussion and problem solving	Valuations of options and creating scenario analysis using Excel
6	**Risk Management** Options sensitivity to the underlying, volatility, strike price, interest rate, time to expiration. Scenario analysis. Risk management using Greeks- Delta, Theta, Vega and Gamma risks of options, understanding options Greeks for various trading strategies (volatility and directional spreads), delta / dynamic hedging and relating the cost of Delta.	Classroom discussion	Understanding risk assessment methods and Options Greeks
9	**Options Volatility** Historical and implied volatility, volatility smile, term structure of volatility, some advance models of volatility estimation, value at risk, historical simulation, model building approach, stress testing and back testing.	Classroom discussion and problem solving	Understanding volatility and its relation to demand and supply of options
10	**Trading, Clearing and Settlement in Derivatives Markets** Meaning and concept, SEBI guidelines, Trading mechanism, learning mechanism-role of NSCCL, settlement mechanism, types of settlement, accounting and taxation aspect of derivatives trade.	Classroom discussion	Understanding the process of trading, clearing and settlement

Text Books

1	Redhead Keith, Financial Derivatives - An introduction to futures, forwards, options and swaps
2	Yadav Surendra S, Jain PK, Foreign exchange markets: understanding derivatives and other instruments
3	Hull John C. - Options, Futures and other derivatives

Reference Books

1	Bhaskar P Vijaya, Mahapatra B - Derivatives simplified: An introduction to risk management
2	Bhalla V K - Financial derivatives (risk management)

Assessment

Internal	40%
Semester-end	60%

Programme - Masters in Management Studies

Semester - III

FINANCE (ELECTIVES)

Semester	**:**	**III-Elective**			
Title of the Subject / course	**:**	**Banking and Financial Services Institutions**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1	To understand different product and services provided by different financial institutions in India.
2	To comprehend various fund-based and fee-based services provided by financial institutions.

Prerequisites if any	Financial Management
Connections with Subjects in the current or Future courses	Commercial Banking, Financial Markets and Institutions, Investment Banking, Mutual funds and Wealth Management.

Module

S. No	Content	Activity	Learning Outcomes
1	**Introduction to Financial Services** Asset/Fund based services Fee based services.	Lecture and classroom discussion	Understanding different kinds of financial services available in Indian financial institutions
2	**Banking products and services** Loan-based services: retail loans, corporate loans, treasury products, housing finance, debt syndication, loan securitization. IT-based services: Internet banking and mobile banking- innovation in banking services.	Lecture and classroom discussion	Comprehension of various services and products available for retail and corporates by banks in India
3	**Insurance products and services** Concept, principles of insurance, types, major products, market players.	Lecture and classroom discussion	Ability to understand different insurance products and plans available in India
4	**Mutual Fund Products** Concept, types of mutual funds, other schemes and investment plans, REITS, costs involved.	Lecture, exercises and classroom discussion	Ability to comprehend different mutual fund products and plans available in India
5	**Leasing** Concept and classification, significance and limitation, accounting, reporting and taxation financial evaluation	Lecture, exercises and classroom discussion	Ability to understand concept of leasing and leasing procedures followed by various Indian financial institutions

S. No	Content	Activity	Learning Outcomes
6	**Hire purchase finance and consumer credit** Concept, accounting, reporting and taxation framework, financial evaluation.	Lecture, exercises and classroom discussion	Comprehension of hire purchase financing and consumer credit financing in India
7	**Factoring, forfeiting and bills discounting** Concept, factoring and forfeiting services in India, bill discounting schemes.	Lecture, exercises and classroom discussion	Ability to outline the factoring, forfeiting and bills discounting schemes
8	**Merchant banking services** Concept, merchant banking functions, pre-issue management services, post-issue management services.	Lecture and classroom discussion	Ability of paraphrasing the services involved in pre and post issue management
9	**Venture capital financing** Concept, types of venture funds, process of investment, investment valuation, structuring a deal, monitoring and follow-up.	Lecture and classroom discussion	Ability of understanding venture capital framework in India
10	**Credit Rating** Concept, credit rating agencies and their role, rating process and methodology, rating symbols and grades.	Lecture and classroom discussion	Outline the concept and process of credit rating in India

Text Book

1	M Y Khan, Financial Services.
2	Pratap Giri S , Investment Banking
3	Prashant Das and Divyanshu Sharma , Real Estate Finance in India

Reference Books

1	Khusboo Manoj, Financial Services, Centrum Press.
2	S Guruswamy, Essentials of Financial Services.
3	Williamson J Peter ,The Investment Banking Handbook

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Elective**			
Title of the Subject / course	**:**	**Investment Banking**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objective:

1	The main objective of the course is to provide students with the necessary theoretical and conceptual tools used in investment banking.
2	This course will provide an introduction and general understanding of investment banking activities.
3	The final objective of this course is to show how corporate governance, ethics and legal considerations factor into investment banking deals.

Prerequisites if any	Financial Accounting, Financial Management with special reference to Financial Statement Analysis.
Connection with Subjects in the current or Future Courses	Financial Modeling, Corporate Valuation and Mergers and Acquisition.

Module

Sr No	Content	Activity	Learning Outcomes
1	**Introduction** Concept, evolution of Indian investment banking, regulatory framework, merchant banking v/s investment banking.	Lecture and discussion	Clarity and understanding of the basic concepts of investment banking
2	**Investment banking and allied activity** Core functions- book building, underwriting, merger and acquisitions and advisory, Asset management.	Lecture and numerical problems	Understanding of core functions of investment banking
3	**Market and security issuances** Introduction- equity and debt market**,** primary market investors**,** primary market intermediaries and support services providers**,** General statutory provision for issuance of securities.	Lecture and classroom discussions	Understanding the concept of market intermediaries, support service providers and regulatory provisions of market and security issuance
4	**Domestic issue management** Introduction-eligibility for issue management, Initial public offer, Follow on public offer, Important terms and provisions of ICDR regulation on public offers.	Lecture and classroom discussions	Understanding the concept of IPO, FPO and important provisions of ICDR
5	**Underwriting** Concept**,** underwriting in fixed and book built offer**,** assessment of an issue for underwriting.	Lecture and classroom discussions	Understanding the concept of underwriting as well as underwriters services in IPO process.

Sr No	Content	Activity	Learning Outcomes
6	**Mergers and Acquisitions** Business strategy, basics of mergers and acquisition, concept of value in the context of merger and acquisition, approaches to valuation in case of M & A, selection of appropriate cost of capital for valuation , shareholder value analysis, exchange ratio base for computation, post-merger integration process.	Lecture and discussion	Developing skills in valuation in an M & A setting
7	**Buyback and delisting** Introduction to share buyback and delisting, pricing of share buyback, types of delisting-Voluntary and compulsory .	Lecture and discussion	Understanding the buyback and delisting process
8	**Corporate Restructuring** Concept of corporate restructuring, rescue and insolvency, revival, rehabilitation and restructuring of sick units, securitization and debt recovery, winding up and corporate restructuring- external and internal.	Lecture and discussion	Understanding meaning, need and scope of corporate restructuring, models of restructuring, role of professionals in restructuring process
9	**Global capital market offers** Introduction**,** international bond market**,** depository receipts-ADR and GDR**,** international regulatory framework.	Lecture and discussion	Understanding international bond markets, GDR and ADR and international regulatory framework
10	**Private placements** Assessment of private placements-debt and equity, regulatory framework, transaction perspectives.	Lecture and discussion	Understanding the entire framework of private placements

Text Books

1	Joshua Rosenbaum and Joshua Peatl, Investment Banking: Valuation, Leveraged Buyouts and Mergers & Acquisitions.
2	Pratap Subramanyam, Investment Banking.

Reference Books

1	Pratap Giri S., Investment Banking.
2	Williamson J Peter , The Investment Banking Handbook.
3	H.R. Machiraju , Merchant Banking

Assessment

Internal	40%
Semester End	60%

Semester	**:**	**III-Elective**			
Title of the Subject / course	**:**	**Investment Banking**			
Course Code	**:**				
Credits	**:**	**4**	**Credits**	**:**	**40**

Learning Objective

1	To understand the basic concepts and fundamentals used in wealth management.
2	Capability to design appropriate portfolio for the investors based on their risk appetite.

Prerequisites if any	Financial Management
Connection with Subjects in the current or Future Courses	Financial Markets and Institutions, SAPM

Module

Sr No	Content	Activity	Learning outcomes
1	**Introduction to Wealth Management** Meaning, scope, components, process of wealth management, functions of investment advisor, independent advisors, wire house wealth managers, code of ethics for wealth managers.	Lecture and discussion	Clarity and understanding of the basic concepts in wealth management
2	**Need and expectations of clients** Wealth management client categories mass affluent, high net worth individual, ultra high net worth, unified households, software solutions for advisors, client on boarding- profiling, financial planning, goal setting, managing asset, controlling liabilities, planning taxes, diversification, life cycle management.	Classroom discussion	Ability to apply the principles and concepts of wealth management
3	**Investment planning** Types of investment risk return expectations versus risk appetite.	Lecture and discussion	Understanding risk-return trade off
4	**Wealth creating asset classes** Equity Investment: Sector exposure and diversification, fundamental and technical analysis, investment and speculation, leveraging. Debt Investment**:** Deposits and debt securities, yields and interest rate risk, concentration risk, passive investments in debt.	Lecture and discussion	Detailed and in depth understanding traditional asset classes
5	**Alternate assets** Gold, real estate, art, mutual fund, derivatives and structured funds, hedge funds and commodities.	Lecture and discussion	Detailed and in depth understanding of alternate asset class

Sr No	Content	Activity	Learning outcomes
6	**Portfolio modelling** Portfolio modelling, monitoring tolerance and rebalancing, substitution, portfolio performance measurement, attribution and reporting, portfolio management models, pooled funds, technology absorption and use of social media in wealth management and advantages to investment advisors.	Classroom discussion and exercises	Understanding the principles of portfolio modelling and its practical use
7	**Insurance Planning** Life insurance- types of policies, general insurance, health insurance- mediclaim, calculation of Human Life Value.	Classroom discussion and exercises	Understanding the importance of insurance, the various insurance policies and ability to calculate HLV
8	**Retirement Planning** Purpose and need, life cycle planning, wealth creation- factors and principles, pre and post – retirement strategies- tax treatment, various tax savings schemes, pension schemes, annuities.	Classroom discussion and exercise	Understanding the concepts of retirement planning and tax implications
9	**Estate planning** Estate planning concept, types of will, requirements of a valid will, trust – deductions –exemptions.	Classroom discussion and exercises	Ability to prepare a will

Text Books

1	Harold R Evensky , Wealth Management
2	Nalinipruva Tripathi , Wealth Management
3	S. K. Bagchi , Wealth Management

Reference Books

1	Herbert B Mayo , Investments-An Introduction,
2	S. Kevin , Portfolio Management
3	Suyash Bhatt , Wealth Management
4	V.K. Bhalla ,Investment Management
5	Jones, Wiley , Investment: Principles and concepts

Assessment

Internal	**40%**
Semester End	**60%**

Semester	**:**	**III-Elective**			
Title of the Subject / course	**:**	**Infra and Project Finance**			
Course Code	**:**				
Credits	**:**	**4**	**Credits**	**:**	**40**

Learning Objective

1	To learn different sources of project and infrastructure financing.
2	To understand regulatory framework, policies, procedures of project and infrastructure financing.

Prerequisites if any	Financial Management
Connections with subjects in the current or future courses	Project Management, BFSI

Module

Sr No	Content	Activity	Learning outcomes
1	**Project planning** Generation and screening of project idea, tools for identifying investment opportunity, corporate appraisal, project rating index and sources of positive NPV.	Lecture and discussion	Understanding of the basic concepts of project planning
2	**Project analysis** Market and demand analysis, technical and financial analysis, legal and political analysis.	Classroom discussion and explanation	Ability to apply the principles and concepts of project analysis – market demand, technical and financial
3	**Social cost benefit analysis** Determination of economic life-inflation, investment and capital budgeting, rationale for SCBA, UNDIO approach, Little- Mirlees approach, SCBA by financial institutions.	Lecture and discussion	Detailed and in depth understanding of Social Cost- benefit Analysis
4	**Project risk and return analysis** Sources and measurement of risk, assessment of credit, cash and working capital risk , gestation periods and project rate of return, due diligence in appraisal of infrastructure projects.	Classroom discussion and exercises	Understanding the principles of project risk and return
5	**Sources of project financing** Lending schemes of financial institutions, venture capital- concepts, functions and schemes, equity and debt special purpose vehicles and Viability Gap Financing (VGF).	Classroom discussion and exercises	Understanding the sources of project finance and application in right situation

Sr No	Content	Activity	Learning outcomes
6	**Infrastructure Development** Introduction, multiplier effects of infrastructure development on economic development of the nation.	Classroom discussion	To understand how investment in infrastructure creates opportunities and efficiencies in other sector
7	**Public private partnership model** Concept, scheme and modalities of PPP, Financial and Economic Appraisal of infrastructure Projects; PPP models like Build-operate-transfer (BOT), Build-own-operate-transfer (BOOT), build-own-operate (BOO), Build- lease-transfer (BLT), Design-build-finance-operate (DBFO), Design-build-operate-transfer (DBOT) and Design-construct-manage-finance (DCMF).	Classroom discussion and exercises	Understanding the concepts of Public Private Partnership Model
8	**Due Diligence and Project Appraisal** IRR,MIRR, NPV, Pay-Back period, Profitability Index.	Classroom discussion and exercises	Understanding the due-diligence process and various techniques of project evaluation
9	**Earned Value Analysis of project** Risk management of infrastructure projects, risk mitigation strategies.	Classroom discussion and exercises	Understanding risk in project, risk analysis techniques and ways to minimize risk using Earned value Analysis
10	**Project Funding** Sponsors, other equity providers, senior debt providers, junior debt provider.	Classroom discussion and exercises	Understanding the role of various contractual parties in project funding
11	**Loan syndication** Loan origination, process, closing and foreclosure. .	Classroom discussion and exercises	Ability to execute the loan syndication process
12	**Debt restructuring** RBI guidelines, process and procedures.	Classroom discussion and exercises	Understanding the concepts of debt restructuring
13	**Asset securitization** Concept, types and advantages.	Classroom discussion and exercises	Basic understanding of asset securitization
14	**Regulatory framework** SARFAESI Act, Land Acquisition Bill, related provisions of Income Tax Act.	Classroom discussion	Understanding the regulatory framework that affects project and infra finance

Text Books

1	Prasanna Chandra,Projects Planning, Analysis, Selection, Implementation & Review
2	Abhijit Dutta, Infrastructure Finance

Reference Books

1	M.R. Umarji, Securitization and Reconstruction of Financial Assets and enforcement of security Interest.
2	Prabuddha K Das , PPP and Project Finance.

Assessment

Internal	**40%**
Semester End	**60%**

Semester	**:**	**III-Elective**			
Title of the Subject / course	**:**	**Strategic Cost Management**			
Course Code	**:**				
Credits	**:**	**4**	**Credits**	**:**	**40**

Learning Objective

1	To understand the concepts and techniques in cost and management accounting.
2	To learn the application of cost and management accounting techniques in strategic decision making.

Prerequisites if any	Knowledge of Cost and Management Accounting.
Connections with Subjects in the current or Future courses	Strategic management.

Module

Sr. No	**Content**	**Activity**	**Learning outcome**
1	**Cost Management tools** • CVP analysis for decision making • Lean Manufacturing and Quality Control • Life cycle costing • Kaizen costing, • JIT & theory of constraints, • BPR and bench marking, • Flexible Manufacturing Systems (FMS), • Total Quality Management (TQM) • Lean Costing • Target Costing	Classroom discussion/ Problem solving/exercises	Detailed and in depth understanding of various cost management tools
2	**Activity Based Costing** Nature of activity-based costing (ABC), benefits and limitations of ABC, limitation of volume -based costing system, indicators of ABC, activity hierarchies, cost drivers, designing an ABC system Activity-based management, operational and strategic application of ABC, customer profitability analysis.	Classroom discussion/ With problem solving /exercises	Ability to identify activities in an organization and assign the cost of each activity with resources to all products and services according to the actual consumption by each. Ability to prepare profit statement under ABC system
3	**Lean costing** Concept, application to accounting process, lean performance measurements, financial reports for lean operations.	Classroom discussion and problem solving	Ability to apply lean costing methods to accounting processes

Sr. No	Content	Activity	Learning outcome
4	**Life- cycle costing** Introduction, Life-cycle costing analysis, importance of life-cycle costing to a utility, life-cycle costing methodology, life-cycle cost estimation.	Classroom discussion and problem solving	Understanding and applying the concept of life-cycle costing
5	**Kaizen costing** Concept, need, system.	Classroom discussion and case discussions	Understanding and applying the concept of kaizen costing
6	**Target costing** Basics and meaning, phases in target costing, streamlining the processes, traditional cost system versus target costing.	Classroom discussion and numerical exercises	Understanding and applying the concept of target costing
7	**Environmental costing** Environmental costs- internal and external	Classroom discussion	Understanding and applying the concept of environmental costing
8	**Strategic cost management** Conceptual framework, environmental influences on cost management practices. Pillars of SCM: - Cost driver analysis. - Strategic positioning analysis.	Classroom discussion	Understanding the basic concepts of SCM
9	**Value Chain Analysis and Long Term Cost Management.** Nature of value-chain analysis, activity analysis and linkage analysis, application of linkage analysis in cost reduction and value addition. Value Engineering.	Classroom discussion	Understanding the concepts and recognizing, which activities are the most valuable (i.e. are the source of cost or differentiation advantage) to the firm and which ones could be improved or outsourced to provide competitive advantage
10	**Costing and Strategies** Blue ocean and red ocean strategy, Judo strategy, Edge strategy, Three box strategy.	Classroom discussion	Understanding strategy implementation and its impact on costing

Sr. No	Content	Activity	Learning outcome
11	**Performance Evaluation** Balance Score Card Concept, prospective and limitations, establishing objectives and performance measures in different perspectives of balance score card, productivity measurement and control, quality cost management and reporting, Benchmarking and standard costing, Budgeting and Budgetary control, Transfer Pricing, Triple bottom line and sustainability, Measuring performance ROI ,EVA, ROCE, Cost Benefit analysis.	Classroom discussion/ With problem solving/exercises	Understanding the concepts of Balance Score Card, benchmark costing , how to prepare and analyse various functional budgets and master budget. To apply performance measures- ROI , EVA,ROCE. To conduct Cost- Benefit Analysis
12	**Cost Audit and Management Audit under Companies Act** Inflation accounting, Goodwill accounting, SOX audit, Energy and Environmental audit, strategic assessment of cost and managerial performances, price fixation.	Classroom discussion	Understanding the concepts and difference between Cost Audit and Management Audit. To understand Inflation accounting, Goodwill accounting, SOX audit, Energy and Environmental audit

Note: *Topics on Activity Based Costing, Life-Cycle Costing, Target costing and Environmental costing are to be discussed at a higher level with more focus on applications since the basics of these topics have been covered in ' Cost and Management Accounting' in Semester-II.*

Text Books

1	Vijay Govindarajan , Strategic Cost Management.
2	Horngren and Datar , Cost Management

Reference Books

1	Roert S. Kaplan and Anthony A Atkinson , Advanced Management Accounting
2	Bolcher Chen/Lin , Cost Management: A strategic Emphasis
3	Girish Jakhotiya ,Strategic Financial Management

Assessment

Internal	40%
Semester End	60%

Semester	**:**	**III –Elective**			
Title of the Subject / Course	**:**	**Commodities Markets**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objectives

1	To gain the knowledge of emergence of commodities markets and understand its future.
2	To understand the dynamics of world commodities markets.
3	To understand the ecosystem of Indian commodities markets.
4	To acquaint learners with the trading, clearing and settlement mechanism in commodities markets.

Prerequisites if any	
Connection with subjects in the current or Future courses	Derivatives Markets and Financial Markets & Institutions

Module

Sr. No	Content	Activity	Learning outcomes
1	**Introduction to Commodity Markets** History of commodities markets, physical commodity markets in India (spot and forward), and commodity futures markets in India, future prospects of Indian commodity markets.	Classroom discussion	Understanding emergence of commodities markets and its future
2	**International Commodity Markets** Dynamics of global commodity markets, international commodity exchanges.	Classroom discussion	Understanding dynamics of world commodities markets
3	**Regulatory Framework of Indian Commodities Markets** Role of Government & other agencies in strengthening commodities markets, regulations relating to commodities markets, Forward Contracts Regulation Act, 1952 (FCRA), Forward Market Commission (FMC), Securities Contract Regulation Act, 1956 (SCRA), SEBI, Agricultural Produce Market Commission Act (APMC), Essential Commodities Act, 1955 (ECA), Prevention of Black-marketing of supplies of Essential Commodities Act, 1980 (PBMSECA), Central Warehousing Corporation Act, 1962 (CWCA), Agricultural Produce Grading and Marking Act, 1937 (APGMA), Standard Weights and Measures Act, 1956 (SWMA).	Classroom discussion	Understanding ecosystem of Indian commodities markets

Sr. No	Content	Activity	Learning outcomes
4	**Trading on Indian Commodities Exchanges** Commodity futures trading on Indian exchanges, trading on Indian commodity specific regional exchanges, trading on national level demutualized commodity derivatives exchanges in India, trading on national level demutualized commodity spot exchanges in India.	Classroom discussion	Understanding trading, clearing and settlement mechanism
5	**Commodities Futures Pricing** Contango and backwardation, futures of perishable goods, risk free arbitrage, cost of carry.	Live market prices and discussion	Understanding the arithmetic behind commodity derivative prices
6	**Currency and Commodities Arbitrage** Arbitrage among international prices of precious metals.	Classroom discussion	Understanding global demand and supply for commodities
7	**Commodities Options** Call, put, option strategies, synthetic options, implied volatility.	Classroom discussion	Understanding options and its use in strategies
8	**Risk Management and Hedging with Options** Covered call and protective put strategies. option Greeks.	Classroom discussion	Understanding Excel based scenario analysis and risk management
9	**Information and Linkages** Role of information in commodity markets, linkages between equity markets and commodity markets, commodity market scams.	Classroom discussion	Interdependence of equity, commodity and forex markets

Text Books

1	S P Das, Commodities Markets .
2	Gala**,** Guide to Indian commodity markets.
3	Bhambwani**,** A traders guide to Indian commodities market.

Reference Books

1	Neeraj Mahajan & Kavaljit Singh, A beginner's guide to Indian commodity futures markets

Assessment

Internal	40%
Semester End	60%

Semester	**:**	**III –Elective**			
Title of the Subject / Course	**:**	**Mutual Fund**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objective

1.	To get complete understanding of mutual fund industry.
2.	Students should understand how mutual funds are marketed and how the schemes are to be evaluated.
3.	Students should get oriented to the legalities, accounting, valuation and taxation aspects underlying mutual funds and their distribution.

Prerequisites if any	Financial Management
Connection with subjects in the current or Future courses	Financial Markets and institutions, Wealth Management.

Module

Sr. No.	Content	Activity	Learning outcomes
1	**Introduction** Investment avenues, concept and role of mutual fund, comparison of mutual fund with equity and bond instruments and history of MF in India.	Lecture and classroom discussion	Understanding the concepts of investing in mutual fund
2	**Different types of funds** Scheme selection, expense ratio, income ratio, portfolio turnover rate and transaction costs.	Lecture, exercises and assignment	Ability to select mutual fund schemes
3	**Structure and key constituents of mutual fund** Sponsor, trustees, AMC, custodians, depositories and distributors.	Lecture and classroom discussion	Understanding the MF Industry and the players
4	**Legal and regulatory framework** AMFI, RBI and Companies Act.	Lecture and classroom discussion	Understanding the regulatory framework
5	**Net Asset Value** Calculation of NAV, accounting, valuation and tax implications.	Lecture, Exercises	Ability to calculate NAV
6	**Financial planning** Overview of financial plan, financial planning strategies, asset allocation and wealth management.	Lecture and And Exercises	Ability to make financial plan and maximize the wealth of investors
7	**Marketing of units** Selecting the right investment products for investors, fund distribution and channel management practices.	Lecture and classroom discussion	Ability to market the financial products

Sr. No.	Content	Activity	Learning outcomes
8	**Portfolio management** Risk & return trade off and risk adjusted returns.	Lecture and classroom discussion	Understanding the risk and return theory and creating a portfolio
9	**Measuring fund performance** Benchmarking and quantitative measures used for analysis.	Lecture and Exercises	Using quantitative tools to measure the performance of mutual fund
10	**Protection of investors** RTI, customer grievances.	Lecture and classroom discussion	Understanding the investors' rights

Text Books

1.	Sundar Sankaran , Indian Mutual Funds Handbook .
2.	Rutherford Ronald K., The Complete Guide to Managing a Portfolio of Mutual Funds .

Reference Books

1	Sen, Joydeep , Mutual Funds in India: Vehicle for Fixed Income Investments .
2	NCFM AMFI Book

Assessment

Internal	40 %
Semester end	60%

Semester	**:**	**III Elective**			
Title of the Subject / Course	**:**	**Financial Modelling**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objective

1	To develop excel proficiency.
2	To learn how to develop models in various areas of finance.

Prerequisites if any	Financial Management
Connection with subjects in the current or Future courses	Corporate Valuation, Mergers and Acquisitions and Investment Banking.

Module

Sr. No.	Content	Activity	Learning outcomes
1	**Introduction to Financial Modelling.** Introduction to financial modes-static vs dynamic models, need and applications. **Excel Proficiency** Formatting of excel sheets, use of excel formulae function, data filter and sort, charts and graphs, table formula and scenario building, lookups, pivot tables.	Classroom session and computer lab session	To understand the concept and methodology of financial modelling and to strengthen concepts of Excel to be used in modelling
2	**Combining the Tools and Theory into the model** Define and structure the problem, define the input and output variables of the model, decide users of the model, understand the financial and mathematical aspects of the model, design the model, create the Spread sheet, test the model, protect the model, document the model, maintain the model.	Classroom Session with lab session	To understand the basic tools of financial modelling
3	**Financial Feasibility Model from Start to Finish** Inputs - assumptions, intermediate statements, capital expenditure statement, sources of finance and debt servicing, production, income and expense statements, working	Lecture with lab session	To understand the practical applications of basic financial functions

Sr. No.	Content	Activity	Learning outcomes
	capital statements, depreciation schedule, loan amortization. Outputs - profit and loss statement, balance sheet, cash flow, key ratios, project IRR and equity IRR, payback, sensitivity analysis, summary of key results to top management.		
4	**Project Finance Modelling** Introduction, requirements, advantages risks- analysis and mitigation, financial model, inputs, sensitivity and cost of capital, construction, borrowing and output, preparing projected financial statements including cash flow, evaluating a projects debt capacity and cash flow waterfall, measuring expected rates of return, sensitivity analysis.	Lecture with lab session	Learn the different aspects and nuances required for project assessment, planning and funding
5	**Equity Research Modelling** Prepare an income statement, balance sheet, cash flow statement, geographic revenue sheet, segment revenue sheet, cost statement, debt sheet, analyze revenue drivers forecast geographic revenues, segment revenues, geographic revenues, cost statement, debt, income statement, balance sheet, cash flow statement. performa adjustments, income statement-compute margins, balance sheet-compute ratios cash flow statement projection, valuation – discounted cash flow method (DCF), valuation –relative valuation (football field chart) Valuation – assumptions for valuation model, prepare valuation model, prepare presentation sheets.	Lecture with lab session	To understand application of Excel in equity research modelling
6	**Report writing** Initiating coverage**,** result update reports, events and other reports, industry report.	Lecture with lab session	To learn report writing skills
7	**Portfolio Optimization and Risk** Develop model based on two assets portfolio,	Lecture with lab session	To understand complex portfolio allocation situations and the

Sr. No.	Content	Activity	Learning outcomes
	develop model based on more than two assets (n assets) portfolio, variance covariance matrix, creating efficient frontier for asset allocation, using solver to find minimum variance portfolio and optimal(market portfolio) in n asset case, CML model, calculation of beta based on data gathered from any stock exchange.		importance of diversifications understand BETA and its calculation based on real data
8	**Visual Basic Environment (VBE)** Understanding the basics of macros, recording of macros.	Lab Sessions	To understand how VBE can be used to enhance the power of Excel

Text Books

1	C. Sengupta, Financial Modelling using Excel and VBA
2	Alastair L. Day, Mastering Financial Modelling in Microsoft Excel
3	Simon Beninga, Financial Modelling

Reference Books

1	Alistair L. Day, Mastering Risk Modelling.
2	Dr. Manu Sharma, Mergers and Acquisitions and Corporate Valuation- An Excel Based Approach.
3	John D. Finnerty , Project Financing- Asset based financial Engineering.

Assessment

Internal	40 %
Semester end	60%

Semester	**:**	**III Elective**			
Title of the Subject / Course	**:**	**International Finance**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objective

1	To understand the dynamics underlying the global economic environment, trade policies and barriers, cross-border flows of capital, risk profile of international investors, ways of managing risk emanating from newer and unchartered sources of risk and changing trade-off between desired return and risk with special reference to the Indian economy, the US economy and the Euro-zone.
2	To learn the concepts and terminology related to fundamentals of international finance, foreign exchange markets and arithmetic, currency and interest rate swaps, exchange rate regimes, interest rate and purchasing power parity, balance of payments, historical perspective on exchange rates, gold standard, Bretton Woods system, fixed and fluctuating rate regimes, euro currency markets, international equity markets and international debt markets.
3	To understand the regulatory framework for financing international operations

Prerequisites if any	Financial Management
Connection with subjects in the current or Future courses	Derivatives and Risk Management, International Business and Financial Regulations.

Module

Sr No	**Content**	**Activity**	**Learning outcomes**
1	**Fundamentals of International Finance** Introduction to international finance, balance of payment current account, capital account and reserve account, determinants of demand for and supply of currency, exchange rate and factors affecting exchange rate, current account deficit, balance of trade and their implications on exchange rates.	Classroom session and classroom discussion	To understand the basic concepts related to international finance
2	**International Economics** Globalization, socialism and communism, protected economies, international grants, IMF .	Classroom session	To understand international economics
3	**International Monetary System Inputs** Introduction, Barter System, Bimetallism and Classical Gold Standard, Bretton Wood System, SDRs and Smithsonian agreements, Fixed and Floating Rate System , European Monetary System	Lecture with lab session	To understand the International Monetary System

Sr No	Content	Activity	Learning outcomes
4	**Foreign Exchange Markets** Exchange rate quotations, direct and indirect rates, cross currency rates, vehicle currency, spreads and calculation of cross rates, settlements – cash, tom, spot and forward., arbitrage, speculation and trading, interest rate parity and purchasing power parity, covered interest rate parity in arbitrage, borrowing and investment decisions, calculation of forward rates through use of forward schedules, annualized forward margin, calculation of swap points.	Lecture with classroom discussions.	Understanding of the foreign exchange market
5	**Euro Currency Markets** Origin and reasons for growth of Euro currency markets, their characteristics and components, Euro currency deposits, loans, bonds and notes, Off shore banking, tax havens.	Lecture with classroom discussions.	To understand Euro currency market
6	**International Equity Markets:** Global depository receipts and American depository receipts, foreign currency convertible bonds, foreign direct investments and foreign portfolio investments, participatory notes.	Lecture with classroom discussions.	To understand international equity market
7	**International Debt Markets** Introduction, international bond markets features of foreign bonds, features of euro bonds, risks in international bonds.	Lecture with classroom discussions.	To understand international debt market
8	**Currency Forward and Futures** Forward and future contracts, non-deliverable forwards, currency futures terminologies, pricing currency futures, hedging, speculation and arbitrage with forwards and futures.	Lecture with classroom discussions.	To understand currency, forwards and futures
9	**Currency Options** Introduction, option terminologies, options pay-offs, hedging with currency options, range forward, zero cost collar, participating forward, barrier options, asian options innovation in options.	Lecture with classroom discussions.	To understand currency options

Sr No	Content	Activity	Learning outcomes
10	**Swaps** Interest Rate Swaps and currency swap.	Lecture with classroom discussions.	To understand swaps
11	**Capital Budgeting for International Project Investment Decisions** Calculation of DCF, Project IRR, NPV and pay-back period, impact of transfer pricing.	Lecture with classroom discussions.	To understand capital budgeting appraisal techniques in international project investments
12	**Risk Management** Management of risk in international trade/ business operations.	Lecture with classroom discussions.	To understand risk involved in global trade.

Text Books

1	Jeff Madura , International Financial Management
2	Siddaiah , International Financial Management: An Analytic Framework.

Reference Books

1	Prakash G Apte , International Finance: A Business Perspective.
2	Moosa , International Finance: An Analytic Approach.

Assessment

Internal	40 %
Semester end	60%

Semester	:	**IV – Elective**			
Title of the Subject / Course	:	**Commercial Banking**			
Course Code	:				
Credits	:	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objective

1.	To understand the concepts and fundamentals of Commercial Banking,
2.	To understand the Structure and growth of banking and various services rendered through commercial banks.

Prerequisites if any	Financial Management and Financial Markets and Institutions, Investment Banking and BSFI.
Connections with Subjects in the current or future courses	

Sr.No.	Content	Activity	Learning Outcome
1.	**Introduction to Commercial Banking** Banking structure, growth/history of Indian banking, banking sector reforms.	Lecture and discussion	Knowledge and understanding of the history of Indian banking, banking sector reforms and related areas
2.	**Banking Operations** Retail liabilities, retails assets, KYC, ALM and preventive vigilance.	Lecture and discussion	Understand basic schemes of deposit and credit, dangers of money laundering and usefulness of preventive vigilance
3.	**Banking products** Fund based and fee based, term loan/working capital, appraisal process.	Lecture and discussion	Understand types of credits - term loan and working capital and how to appraise a credit proposal
4.	**Legal Aspects of Banking** Negotiable Instrument Act, Banking Regulation Act and RBI circulars.	Lecture and discussion	To understand important banking laws
5.	**Rural Banking** India's agrarian sector and banking, regional rural banks, priority sector and micro-finance differentiated banks, financial inclusion.	Lecture and discussion	Understand measures taken towards financing priority sector schemes
6.	**Study of Bank financial statement** Components of Balance Sheet and Profit and Loss Statement, important ratios of bank performance- CAMEL framework, composition of items contributing to net profit.	Lecture and discussion	Understand how to evaluate a bank's performance
7.	**IRAC Norms / NPA Management** Reasons, impact on banking	Lecture and	Understand intricacies of asset quality deterioration and impact

	performance and economy, measures taken to minimize NPA.	discussion	on banks
8.	**Risk Management in Banks** Credit, market and operational risks.	Lecture and discussion	To know the various risks in banking operations and tools of management of risks
9.	**Capital Adequacy Norms** Importance of capital for banks, Basel I/II/III and CAR.	Lecture and discussion	To be aware of significance of capital adequacy regulation and impact on banks
10.	**Treasury** Role and functions of integrated treasury.	Lecture and discussion	Understand foreign exchange and money market operations.
11.	**Asset Liability Management** Interest spread, NIM.	Lecture and discussion	To understand importance of ALM and its impact on profitability
12.	**Regulatory Role of RBI** Functions of RBI, role of monetary policy, prudential norms.	Lecture and discussion	To know the role and functions of Central Banks in supervision and control of commercial banks
13.	**Retail banking products** Housing loan, personal loan, automobile loan, education loan.	Lecture and discussion	To understand various banking products of retail banks

Text Books

1	Indian Institute of Bank Management , Advanced Bank Management.
2	Vijayraghawan Iyengar, Introduction to Banking.
3	Raghu Palat , Retail Banking.

Reference books

1	Bharati V Pathak , The Indian Financial System.
2	Shri. S K Das, Tits Bits of General Banking.
3	Shri. S K Das , Tits Bits of General Advances and Financial Services.
4	Sukhvinder Mishra , Banking Law and Practice.
5	Indian Institute of Banking and Finance, Legal aspects of Banking Operations.

Assessment

Internal	40 %
Semester end	60%

Semester	**:**	**IV- Elective**			
Title of the Subject / course	**:**	**Business Analytics**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1	To gain understanding of relevant statistical tools applicable for Business Analytics.
2	To learn data mining techniques using Excel and R.
3	To evaluate various models of Business Analytics.

Prerequisites if any	Knowledge of Statistics and MS Excel
Connection with subjects in the current or Future courses	Financial Modelling

Sr.No.	Content	Activity	Learning outcomes
1	**Introduction to Analytics** Meaning, application areas of business analytics, techniques of analytics.	Classroom discussion	Basic understanding of business analytics
2	**Statistics for Business Analytics** Central tendencies and dispersion, central, limit theorem, sampling distribution, hypothesis testing, simple linear regression, categorical data analysis, analysis of variance (ANOVA), non-parametric tests.	Discussion and practical using software	Ability to apply various statistical tools and techniques in the process of business analytics
3	**Advanced Excel Proficiency** Describing Numeric Data, Pivot Table Analysis, Linear Regression, Comparing Two Sample Variances, Comparing Two Sample Means, Pair T Test, One Way ANOVA, Two Way ANOVA, Generating Random Numbers, Rank and Percentile, Histogram Procedure, Exponential Smoothing and Moving Average, Sampling, Covariance and Correlation, Goal Seek and Solver.	Discussion and practical on MS excel	Use of advanced Excel functions
4	**Understanding R** Using R Studio, working with data in R, R procedures.	Discussion and practical cases on R	To understand use of R
5	**Data Mining using Decision Tree** Introduction to decision trees, model design and data audit, demo of decision tree development, algorithm behind decision tree and other decision tree.	Discussion and practical using software	Data mining techniques using R
6	**Data Mining using clustering in R**	Discussion and	Data mining techniques

	Understanding cluster analysis using R, clustering as strategy, hierarchical clustering, non-hierarchical clustering - K means clustering, variants of hierarchical clustering, different distance and linkage functions.	practical using R software	using R
7	**Time Series Forecasting** Time series vs causal models moving averages, exponential smoothing, trend, seasonality, cyclicity causal modelling using linear regression forecast accuracy.	Discussion and practical using software	Data mining techniques using R
8	**Predictive Modelling – Logistic Regression using R** Data import and sanity check, development and validation, important categorical variable selection, important numeric variable selection, indicator variable creation, stepwise regression, dealing with multicollinearity, logistic regression score and probability, KS calculation, coefficient stability check, iterate for final model.	Discussion and practical using R Software	Evaluation of models
9	**Overview of Big Data and Hadoop** Big data and Hadoop and concept, application, cloud computing, generators of big-data.	Classroom discussion	Understand tools of business analytics
10	**Data Analysis and Applications** Credit risk analytics, fraud risk analytics, financial services marketing analytics.	Classroom discussion	Ability to apply business analytic tools

Text Books

1	Laursen & Thorlund, Business analytics for managers.
2	Balram Krishnan , Business analytics: concepts and theories.
3	R N Prasad and Seema Acharya , Fundamentals of business analytics.

Reference Books

1	Thomas W Miller , Modelling techniques in predictive analytics
2	Lander ,R for everyone: advanced analytics and graphics
3	Evans ,Business analytics

Assessment

Internal	40 %
Semester end	60%

Semester	**:**	**IV – Elective**			
Title of the Subject / course	**:**	**Venture Capital and Private Equity**			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objectives

1	To develop general understanding of the venture capital and private equity industry globally and the various players involved.
2	Provide an understanding of the private equity investment process starting from fund raising to exiting.
3	Develop analytical valuation and deal structuring techniques used in venture capital and buyouts.
4	To prepare students for future jobs in VCPE and related industries.

Prerequisites if any	Financial Management
Connection with subjects in the current or Future courses	Project and Infra Finance, Mergers and Acquisitions and Investment Banking.

Sr. No.	Content	Activity	Learning outcomes
1	**Introduction and Overview of Venture Capital and Private Equity.** Overview and history of venture capital industry, evolution of private equity industry and venture capital industry, how to choose and approach a venture capitalist, structure and terms of venture capital and private equity firms.	Classroom discussions	Understanding of private equity process
2	**Process of Venture Capital and Private Equity Funding** Venture capital cycle and private equity process.	Classroom discussions and explanation	Understanding how corporates invest in a new private equity
3	**Investment Selection, Fund Raising Challenges** Sources of capital, alternative forms of fund raising and fundraising process and fallacies.	Numerical solving and classroom discussions	Awareness of the current investing patterns, problems and issues faced by industries and PE investors
4	**Valuation Methods and Techniques** Deal valuation and deal terms.	Numerical and classroom discussions	Understand financial valuation methods and strategies and the impact of dilution

5	**Structuring Term Sheets** Environmental factors surrounding term sheets, selected critical elements in venture term sheets.	Classroom discussions and explanation	Integrating the valuation with term sheet
6	**Document and Typical Investment Conditions** Due diligence procedures.	Classroom discussion	Understanding documents and critical pointers to due diligence
7	**Exit Strategies for Multiple Stakeholders** Consider liquidity events such as IPO, mergers, later stage financing, including mezzanine financing and buy-outs.	Classroom discussion and explanation	Understanding strategies made to negotiate and exit the fund
8	**Regulation of PE Funds** SEBI Alternative Investment Funds (AIF) Regulations.	Classroom discussion and explanation	Understanding PE funds regulation
9	**Tax Aspect of PE Investment** Section 10(23FB) of Income Tax Act, 1961 Section 10(47) of Income Tax Act, 1961 Income types, Securities Transaction Tax, Dividend Distribution Tax, STCG, LTCG, Taxation of Non Residents.	Classroom discussion and explanation	Overview of taxation aspects while choosing PE as an investment alternative
10	**Private Equity Investments in Developing Markets**	Classroom discussion	To know the trends of the PE funding in the developing economies
11	**Private Equity, Corporate Governance and Ethics** Board members duty to shareholders, composition and roles of the board of directors in the private company.	Classroom discussion	Importance of ethics and value system

Text Book

1	T Satyanarayan Chary , Venture Capital concepts & Applications
2	Vandana Pawar , Venture Capital Funding Global And Indian Experiences.
3	Stephen Bloomfield , Venture Capital Funding

Reference Book

1	Josh Lerner, Felda Hardymon and Ann Leamon, Venture Capital and Private Equity: A Casebook.
2	Robert Finkel , The Masters of Private Equity and Venture Capital.
3	Joseph. W. Bartlett , Fundamentals of Venture Capital

Assessment

Internal	40 %
Semester end	60%

Programme - Masters in Management Studies

Semester - III

SYSTEM (CORE)

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Database Management System & Data Warehousing**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand the introduction, Meaning and Definition of Database, Database Environment
2	To understand the Data Models : The importance of data models, Basic building
3	Understand applications of Database Management System(DBMS) & RDBMS
4	To understand the Object-Relational Database Management System(ORDBMS)
5	Overview of Structured Query Language and application DBMS to business

Prerequisites if any	Basic understanding of Database Management System
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Database Management System, RDBMS, Data Models, OODBM, SQL and its application to business.

Module

	Content	**Activity**	**Learning outcomes**
1	Introduction to Databases Introduction, Meaning and Definition of Database, Database Environment, Working of a Simple Centralized Database System, Tradition al File Systems vs. Modern Database Management Systems, Properties of Database, Types of Database Users, Advantages of using DBMS	Lecture	Understanding the basic DBMS concepts
2	Data Models: The importance of data models, Basic building blocks, Business rules, The evolution of data models Hierarchical, Network, Relational, Entity-Relationship model: entity and entity sets, relationship, constraints, E-R diagrams and issues.	Lecture & cases	Gaining an insight on various Data Models applied
3	Database Management System(DBMS) Basic concepts : data, information, metadata, definition of DBMS, Components, entities, attributes ,relationships, Data dependency Keys : Super key, Candidate key, Primary key, Alternate key, Foreign key Integrity Constraints: Entity Integrity, Referential Integrity ,DBMS three level(Logical, Conceptual, Physical) Advantages and disadvantages of DBMS, Database system environment and utilities	Lecture	Understand the concept of Primary Key and Foreign Key w.r.t DBMS Architecture

	Content	Activity	Learning outcomes
	Client/Server Architecture : two and three tier architecture		
4	Distributed Databases: Introduction to Distributed DBMS Concepts, Client-Server Model, Data Fragmentation, Replication, and Allocation Techniques for Distributed Database Design	Lecture and cases	Knowing about the Distributed Databases
5	Relational Database Management System (RDBMS): Definition, Meaning, and Introduction, Merits and demerits, Relational Database design: features of good relational database design, atomic Domain and Normalization (1NF, 2NF, 3NF, BCNF).	Lecture and cases	Understanding the concepts of RDBMS and Normalization Process
6	Object-Relational Database Management System(ORDBMS): Introduction, Basics of Object Oriented Design (OOD), Characteristics-Advantages-Object oriented development-Objects and Object classes-Object Oriented data Model, Object oriented databases, Object Relational Database Management Systems	Lecture & Cases	Understand the OOD w.r.t RDBMS and its advantages
7	Structured Query Language: SQL: Introduction, SQL, Multi table Queries, Nested Queries or Sub queries, Multiple Row Nested Queries, Data Manipulation Language, The Create Table Statement	Lecture & Cases	Application of SQL in DBMS
8	Security and integrity: Introduction, Security and Integrity Violations, Authorization, Granting of Privileges, Security Specification in SQL	Lecture & Cases	Gaining an insight on Database Security and User Rights
9	Datawarehousing, Multidimensional Data Models, Data Warehouse Architecture, ROLAP, MOLAP, HOLAP, OLAP and OLTP	Lecture & Cases	Understand the Concept of Data Warehousing
10	Data Mining, Data Preprocessing, Data Marts, Cluster Analysis, Decision Making.	Lecture & Cases	Understand the Concept of Data Mining and processing

Text books	
1	Rob, Coronel, “Database Systems”, Seventh Edition, Cengage Learning.
2	Database management system by Navate
3	Database management by E.F Codd
4	Database Management Systems by Raghu Ramakrishnan
5	Introduction to Database Management Systems by Kahate

Reference books	
1	Database System and Concepts by A Silberschatz, H Korth, S Sudarshan, McGraw-Hill
2	Database Management Systems by P.S.Gill
3	Database System Concepts by Silberschatz
4	Database Management Systems by Bipin Desai
5	Principles of Database Systems by J.D.Ullman

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Enterprise Management Systems (EMS)**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand the Enterprise Resource Planning (ERP) - Meaning and Concept of ERP, Functional view of business processes and how they are integrated using an ERP, Merits and Demerits of ERP
2	To understand the Enterprise Content Management – Role of content management
3	To understand the applications areas of ERP, in various industry verticals and business
4	To understandEnterprise Portals – Concept of an enterprise portal
5	To understand the Enterprise Application Integration- Challenges in integrating

Prerequisites if any	Basic understanding of operations, framework of Enterprise Resource Planning (ERP)
Connections with Subjects in the current or Future courses	Will connect conceptual framework to the Enterprise Resource Planning (ERP) - Meaning and Concept of ERP, Functional view of business processes and how they are integrated using an ERP, Merits and Demerits of ERP

Module

S No	Content	Activity	Learning outcomes
1	Enterprise Management Systems – the Components – what is an Enterprise and its dynamics – how does it work. What subsystems are required to make it responsive and successful? How does IT play a part? Understanding Business IT.	Lecture and Caselets	Understand the role of Enterprise Management Systems in Business
2	Applications areas of an Enterprise viz. ERP, across various industry verticals and businesses such as BFSI, Retail, Telecom, Healthcare, across manufacturing and/or Marketing organizations, Government bodies etc...	Lecture	Gaining an insight on Applications of EMS in various industry verticals
3	Enterprise Content Management – role of content management – New Organization and Startup the challenges and Role of IT and systems Building Cashless and Process oriented organizations	Lecture	Gain an insight on role of content management, challenges w.r.t building cashless organizations

S No	Content	Activity	Learning outcomes
4	Enterprise Portals – Concept of an enterprise portal, benefits to an organization, Technologies available for building such portals.	Lecture Caselets	Understand the concept of Enterprise Portal and related Technologies
5	Enterprise Application Integration-Challenges in integrating various enterprise applications. Modern technologies for application integration.	Lecture and Enterprise cases	Identifying and solving the challenges in integrating various enterprise applications
6	Application Areas of ERP in SCM, and CRM, Supply Chain Management(SCM) – Need for Supply chain integration, Application overview of supply chain solution, advanced SCM and ERP integration	Lecture & Cases	Understanding the applications of ERP in SCM and logistics Management
7	Case Studies and Presentations – Case study to cover full enterprise layer with SCM, CRM and ERP combined with E-enabled organisation	Group Discussion and Individual assignments	

Text books	
1	Enterprise Resource Planning by Alexis Leon
2	Integrated Business Processes with Enterprise Systems by Simha Magal published by Wiley
3	Enterprise Systems for Management by Luvai Motiwalla and Thompson, published by Pearson
4	Enterprise Resource Planning by Mary Sumner published by Prentice Hall India
5	Enterprise Resource Planning by Makkar

Reference books	
1	Demos/Screen Shots of ERP Software such as SAP, CRM and SCM products
2	ERP Demystified by Alexis Leon
3	Enterprise Resource Planning Systems by Daniel O'Leary
4	ERP Systems by Batra and Srivastava
5	Work-study by ILO

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Big Data and Business Analytics**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand the Introduction to Big Data and Business Analytics and its applications
2	To understand the Business Analytics Cycle Introduction, Analytical Tools & Methods
3	To understand Data Mining & decision Making concepts, Predictive Analysis, Forecasting Optimization, Simulation, and Business Metrics tc.
4	To understand the Data Driven Prediction Methods NLP, Regression, Correlation, Cluster Analysis, Artificial Neural Networks, BI Tools & Applications

Prerequisites if any	Basic understanding of operations, framework
Connections with Subjects in the current or Future courses	Will connect conceptual framework to BigData and business Analytics.

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction to Data Analytics Need for Business Intelligence Data Management, Data Visualization, Data Warehousing, ETL Data Processing Chain From Business Intelligence to Business Analytics	Lecture	Understand the basic concepts of Big Data and Business Analytics
2	Business Analytics Cycle Introduction, Analytical Tools & Methods, Integration Social Analytics, Operational Analytics Big Data Analytics, Hadoop, Informatics, Cognos etc. Business application of big data analytics	Lecture & cases	Gain an insight on analytical tools and methods
3	Data Mining & decision Making Predictive Analysis Forecasting Optimization Simulation Gamification.	Lecture	Understand the predictive analytics and forecasting method w.r.t business analytics
4	Business Metrics in Action Data science in Startups Basics of Problem-Solving Design Patterns in Statistical Computing Excel for Data Science.	Lecture and cases	Gaining an insight on Business metrics and data science in statistical computing

Sr. No.	Content	Activity	Learning outcomes
5	Data Driven Prediction Methods NLP, Regression, Correlation, Cluster Analysis, Artificial Neural Networks, BI Tools &Applications.	Lecture and cases	Understand Statistical computing methods like NLP, regression and other BI tools
6	Case Studies and presentations	Lecture & Cases	

Text books	
1	Big Data Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses by Michael Minelli
2	Big Data & Analytics by Chellappan and Acharya
3	Big Data Analytics with R & Hadoop by Vignesh Prajapati
4	Big Data Analytics Made Easy by Y Lakshmi Prasad
5	Data Science for Business by Foster Provost & Tom Fowcett

Reference books	
1	Business Analytics: Data Analysis and Decision Making by S. Christian Albright
2	Big Data: Using Smart Big Data, Analytics and Metrics to Make Better Decisions and Improve Performance by Bernard Marr
3	Data Science and Big Data Analytics by EMC Education Services
4	Analytics in a Big Data World by Bart Baesens

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Knowledge Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand the introduction to Meaning of data, information, knowledge
2	To Know the conceptual background and framework of KM
3	Understand the KM Foundations and Solutions KM Foundations
4	To know the Organizational Structure, Culture, Communities and KM practices, Information Technology as an enabler.

Prerequisites if any	Basic understanding of Knowledge Management
Connections with Subjects in the current or Future courses	Will connect conceptual framework to KM Infrastructure, Organizational Structure, Organizational Culture, Communities of Practice, Information Technology enabler

Module

	Content	**Activity**	**Learning outcomes**
1	Introduction to Knowledge Meaning of data, information, knowledge and expertise Meaning of epistemology, Types of Knowledge - Subjective & Objective views of knowledge, procedural Vs. Declarative, tacit Vs. Explicit, generals. Specific. Types of expertise – associational, theoretical Characteristics of knowledge – explicitness, teach ability, specificity Reservoirs of knowledge Locations and Intellectual Capital	Lecture	Understanding the KM concepts, types of knowledge and characteristics of knowledge
2	Introduction to Knowledge Management (KM) Meaning of KM, Relevance of KM in today's dynamic complex environment Forces Driving KM Organizational issues in KM Systems & their role Emergent KM practices Factors influencing KM Future of Knowledge Management	Lecture & cases	Basic concepts of knowledge management can be gained
3	KM Foundations and Solutions KM Foundations: Infrastructure, Mechanisms, Technologies KM Solutions and components: Processes (Discovery, Capture, Sharing, and Applications)Knowledge Utilization Process	Lecture	Km infrastructure, solutions and various components related to KM foundation can also be well understood and applied

	Content	Activity	Learning outcomes
4	KM Infrastructure Organizational Structure Organizational Culture Communities of Practice Information Technology enabler and Infrastructure Common Knowledge	Lecture and cases	Understanding the KM Structure, Organization Culture and Role of IT in facilitating the KM implementation.
5	Organizational Impact of KM Dimensions of KM Impact – People, Processes, Products & Organizational Performance Factors influencing impact – universalistic & contingency view Leadership and Assessment of KM Leadership , KM Assessment of Knowledge Management Solutions, Impacts Knowledge Workers Barriers to KM and IT Dissemination	Lecture and cases	Gain an Insight on KM dimensions, barriers and Performance factors w.r.t KM
6	Case studies and Application Exercises on KM processes	Lecture & Cases	

Text books	
1	Knowledge Management in Organizations by Donald Hislop, Oxford 2nd Edition.
2	Knowledge Management by Ganesh Natarajan and Sandhya Shekhar
3	Knowledge Management Systems Theory and Practice by Stuart Barnes (Ed.), Thomson Learning.
4	Knowledge Management, Shelda Debowski, Wiley India Edition.
5	Knowledge Management in Theory and Practice, Kimiz Dalkir, Elsevier, Butterworth Hinemann.

Reference books	
1	Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges, Solutions, and Technologies. Prentice Hall. ISBN: 0-13-109931-0.
2	Elias M. Awad, Hassan M. Ghaziri (2004). Knowledge Management. Prentice Hall. ISBN: 0-13-034820-1.
3	Ian Watson (2002). Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.
4	Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186.

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Software Engineering**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand the in details software development process with issues /challenges In analysis, design, implementation ,maintenance etc.
2	Ability to analyze, design, verify, validate, implement, apply and maintain software systems.
3	To help students to develop skills that will enable to construct high quality software and reliability.
Prerequisites if any	Basic understanding of software Engineering
Connections with Subjects in the current or Future courses	Will connect conceptual framework to software engineering

Module

	Content	**Activity**	**Learning outcomes**
1	Exposure to software development process – Software Lifecycles such as Waterfall, Spiral, Prototyping, Rational Unified Process, Agile Methodologies – Various phases in each lifecycle model, and the pros and cons of these approaches to software development	Lecture	Understanding the software lifecycles and methodologies
2	Analysis and Design of Information systems •Assessing the Feasibility of a system •Gathering detailed requirement •Use of Structured methods such as Data flow, Entity Relationship diagrams etc – •Use of Object Analysis and Design •Use Cases and visualization of the IT based solution •Design of Inputs , Outputs and other interfaces	Lecture & cases	Gain an insight on analysis and designing of information systems Understand the use cases and e-r diagrams for process mapping
3	Documenting Software requirements - various documents used at different stages of software development process – User Requirement Specifications	Lecture	Understand the SRS designing and various stages involved in software development
4	Software Estimation – challenges in Estimation of software – methods of software estimation such as Line of Code, Function Point, COCOMO, COCOMO II, Use Case Point Method etc – Estimating a Coding Task versus non-coding activities such as Documentation etc	Lecture and cases	Gain an insight on cost estimation techniques for software development

	Content	Activity	Learning outcomes
5	Software Quality and Testing – Need for testing, Quality assurance of software at each phase in the lifecycle, Various types of tests such as Black box v/s White box, Functional test, code reviews , Stress tests, load tests etc Use of Use Cases for functional testing, Preparing Test Data and Test Cases, overview of Automated methods for testing	Lecture and cases	Understand the quality assurance and system testing w.r.t to software development. Learn to design the test case, apply test case and work on CASE tools
6	Review of Student Presentations on exercise which requires them to analyse a business process, requirements, documentation and maintenance, Analysis and Conceptual design of the system, estimation of the software size	Individual Assignment	
7	Case Studies and Presentations	Group Discussions and Workshops	

Text books	
1	Software Engineering- A Practioners's Approach", 7th Edition , Pressman
2	Analysis and Design of Information Systems, by James Senn, TMH
3	Raising Enterprise applications – A software engineering perspective by Pradhan, Nanjappa & Nallasamy
4	Fundamentals of Software Engineering by Rajib Mall
5	Software Engineering by Ian Sommerville

Reference books	
1	Structured systems analysis and design: concise study Ed 2, Kelkar SA. Published by PHI Learning, 2009, ISBN 10: 812032451X / ISBN 13: 9788120324510
2	OOAD – 3rd Edition, Booch and others, Addison Wesseley
3	Beginning Software Engineering by Rod Stephens
4	Software Engineering by Waman Jawadekar,Tata McGraw Hill

Assessment	
Internal	40%
Semester end	60%

Programme - Masters in Management Studies

Semester - III

SYSTEM (ELECTIVE)

Semester	**:**	**III Elective**			
Title of the Subject / course	**:**	**Cloud Computing & Virtualization**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand the Enabling Technologies and Cloud Computing Models including Infrastructure/Platform/Software
2	Understand the Cloud Operating System, Cloud Architectures including Federated Clouds ,Scalability, Performance, Quality of Service, Data centers for Cloud Computing
3	Principles of Virtualization platforms, Security and Privacy issues in the Cloud, Virtualization Techniques & Virtualization Technology
Prerequisites if any	Basic understanding of Cloud Computing & Virtualization
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Enabling Technologies and System Models for Cloud Computing , including benefits, challenges, and risks, Applications areas of business

Module

Sr. No.	**Content**	**Activity**	**Learning outcomes**
1	Enabling Technologies and System Models for Cloud Computing Introduction to Cloud Computing including benefits, challenges, and risks, Applications areas of business	Lecture	Understand the basic concepts of Cloud Computing
2	Cloud Computing Models including Infrastructure/Platform/Software – as-a-service, Public cloud, private cloud and hybrid	Lecture & cases	Gain an insight on Computing Models like IAAS, PAAS & SAAS
3	Cloud Operating System, Cloud Architectures including Federated Clouds	Lecture	Designing of Cloud Architecture can be well understood
4	Scalability, Performance, Quality of Service, Data centers for Cloud Computing	Lecture and cases	Need for Data Centers, Quality of Services etc. can be identified
5	Principles of Virtualization platforms, Security and Privacy issues in the Cloud, Virtualization Techniques & Virtualization Technology	Lecture and cases	Virtualization Concepts can be learnt and applied
6	VMWare ESX Memory Management, Capacity Planning and Disaster Recovery in Cloud Computing	Lecture & Cases	Understand the memory Management Capacity Planning and Disaster Recovery Techniques
7	Case Studies and presentations	Lecture & Cases	

Text books	
1	Cloud Computing: Fundamentals, Industry Approach and Trends by Rishabh Sharma
2	Cloud Computing First Steps: Cloud Computing for Beginners by Ravi Shankar and Navin Sabharwal
3	Cloud Computing: SaaS, PaaS, IaaS, Virtualization, Business Models, Mobile, Security by Kris Jamsa
4	Big Data Analytics with R and Hadoop by Vignesh Prajapati, 1st Edition, Shroff / Packt Publications

Reference books	
1	Cloud Computing Black Book by Kallakurchi, Houde, Shah
2	Cloud Computing: Principles and Paradigms by Rajkumar Buyya, Kames Broberg, Andrzej Goscinski
3	Cloud Computing from Beginning to End by Ray Rafaels
4	Cloud Security and Privacy by Mather Tim
5	Hadoop in Action by Chuck Lam Dreamtech Press Publisher.

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III Elective**			
Title of the Subject / course	**:**	**Information System Security and Audit**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand the Need for Information Security and Audit in an organization Identifying Information Assets in an organization
2	To understand the framework of Concept of Systems Audit
3	Understand the System & Infrastructure Maintenance
4	To Know the insights of Security Administration & Operations'
5	To understand the Global & Indian perspective
Prerequisites if any	Basic understanding of Information System Security and Audit
Connections with Subjects in the current or Future courses	Will connect conceptual framework to significance, Need for Information Security and Audit in an organization

Module

Sr. No.	**Content**	**Activity**	**Learning outcomes**
1	The **latest opportunities in Information Systems Audit** Forensic accounting, Fraud prevention, Security in Business Information, Business Analytics, E-Commerce, Cloud computing, Big Data, Data Analytics, Social Media, etc.	Lecture	Understand the latest Opportunities in IT Audit
2	Need for establishing **Control Framework for information asset**, Understanding Information Risk Management and Control, Information Security (CIA) Management (Tools and techniques) for Safeguarding Business Information and related assets. General control – Preventive, Detective and Corrective Controls, Technological Controls - Application controls, Database controls and network controls, Administrative and Operational Controls – Physical, Environmental and Logical Controls. Importance of information security and audit	Lecture & cases	Understand the need for Control Framework Gain an insight on Business Information and related assets
3	**Concept of Information Systems and Security Audit Practices** Information System Audit - Planning, Conducting an audit, Reporting Audit findings, Audit Follow up. Information System Audit Function – Scope of Audit, Cycle Time, Audit Time and Cost effectiveness, Competency of an Auditor, Role responsibility and accountability of an IS Auditor, Internal and External Systems Auditor.	Lecture	Understand the IS Audit Practices

Sr. No.	Content	Activity	Learning outcomes
4	**Protection of Information / Application System** Review of business information / application flows in the organization, inputs, process, validation and output, modifications, authorizations, information (data) and application maintenance, disposal, etc. Review of database and data management systems Review of Logical access, Physical and Environmental controls that supports business information / application system.	Lecture and cases	Information Protection and Application Systems can be learnt and applied
5	**Protection of Information / Application Infrastructure** Network controls, Vulnerability Assessment and Penetration Testing, etc. Review of Logical access, Physical and Environmental controls that supports business information / application infrastructure.	Lecture and cases	Information Protection and Application Infrastructure w.r.t networks can be learnt and applied
6	**Business Continuity Management** (A Corrective Control as part of Contingency plan for Business IT) **Process -** Dependencies – External and Internal, Risk, Actions to address Risk, Performance Measurement, Improvement in resilience **BC Infrastructure** – Cold, Warm, Hot and Reciprocal Sites, Safety and Security of Business infrastructure, System and People **Practice** – BCM Team, Roles, responsibilities and authorities, Competencies, Awareness, Plans for Business Continuity and Disaster Recovery, Exercise and Testing, Management Reviews	Lecture & Cases	Business Continuity planning and implementation can be learnt
7	**Audit Tools and Certifications** Overview of COBIT 5 and its use by IS Auditors Overview of ISMS ISO 27001:2013 Overview of BCMS ISO 22301:2012 Certified Information System Auditor (CISA) Certified Information Security Manager (CISM) Certified In Governance of Enterprise IT (CGEIT) Certified in Risk & Information System Control (CRISC) Certified Information System Security Professional (CISSP)		Understand Auditing Tools, Career Option as IS Auditor and related Certifications
8	Case Studies and Presentations		

Text books

1	Information Systems Control and Audit – Ron Weber – Prentice Hall
2	Auditing in a computerized environment – Mohan Bhatia – Tata McGraw Hill
3	Information Security Principles and Practices – Mark Merkow and Jim Breithaupt – Pearson Education
4	IT Security Governance by IT Governance Institute (ITGI) BS:7799/ISO/IEC:17799
5	Information Systems Audit and Assurance by D.P Dube

Reference books

1	Information Systems Control & Audit – A Complete Reference by Dinesh Madan
2	Analysis and Design of Information Systems – V. Rajaraman – Prentice Hall of India Auditing - D.G–Prasuna – ICFAI Press
3	Understanding and conducting Information Systems Auditing by Hingarh and Ahmed, Wiley Corporate F&A
4	IT Audit Control and Security by Robert Moeller, Wiley Corporate F&A
5	Contemporary Auditing – Kamal Gupta – Tata McGraw Hill

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III Elective**			
Title of the Subject / course	**:**	**Data Mining and Business Intelligence**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand the Introduction to Data Mining: Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works?,
2	To understand the framework of Classification on Data Mining system
3	Understandthe Data Mining Techniques: Introduction, Statistical Perspective on Data Mining, Statistics-need and algorithms.
4	Focus on Business Intelligence
5	To understand the Business Intelligence Essentials

Prerequisites if any	Basic understanding of Data Mining and Business Intelligent
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining and business intelligent

Module

	Content	**Activity**	**Learning outcomes**
1	Introduction to Data Mining: Introduction, Definition of Data Mining, Data mining parameters, How Data Mining works?, Types of relationships, Architecture of Data Mining, Kinds of Data which can be mined, Functionalities of Data Mining,	Lecture	Understand the Data Mining Concepts
2	Classification on Data Mining system, Various risks in Data Mining, Advantages and disadvantages of Data Mining, Ethical issues in Data Mining, Analysis of Ethical issues, Global issues	Lecture & cases	Gain an insight on Ethical issues related to Data mining
3	Data Mining Techniques: Introduction, Statistical Perspective on Data Mining, Statistics-need and algorithms.	Lecture	Understand the application of Data Mining Techniques
4	Business Intelligence an Introduction: Introduction, Definition, History and Evolution, Business Intelligence Segments, Difference between Information and Intelligence, Defining Business Intelligence Value Chain, Factors of Business Intelligence System, Real time Business Intelligence, Business Intelligence Applications	Lecture and cases	BI Concepts and Background can be well understood
5	Business Intelligence Essentials: Introduction, Creating Business Intelligence Environment, Business Intelligence Landscape, Types of Business Intelligence, Business Intelligence Platform, Dynamic	Lecture and cases	Essentials for BI Implementation can be learnt

	Content	Activity	Learning outcomes
	roles in Business Intelligence, Roles of Business Intelligence in Modern Business-Challenges of BI		
6	Business Intelligence Types: Introduction, Multiplicity of Business Intelligence Tools, Types of Business Intelligence Tools, Modern Business Intelligence, the Enterprise Business Intelligence, Information Workers	Lecture & Cases	Gaining an insight on BI tools w.r.t Modern Business Technology
7	Business Intelligence Life Cycle: Introduction, Business Intelligence Lifecycle, Enterprise Performance Life Cycle (EPLC) Framework Elements, Life Cycle Phases, Human Factors in BI Implementation, BI Strategy ,Business Intelligence Issues and Challenges: Introduction, Critical Challenges for Business Intelligence success	Lecture & Cases	Understand BI life cycle and framework , issues and implementation challenges
8	Application of Business Intelligent and Data Mining for Business	Lecture & Cases	Gain Insight on BI Application and Data Mining
9	Case Study and Application		

Text books	
1	Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner", G. Shmueli, N.R. Patel, P.C. Bruce, Wiley India
2	Introduction to DATA MINING with CASE STIDIES BY G K GUPTA
3	Introduction to Data Mining by Tan, Kumar published by Pearson
4	Data Mining Concepts and Techniques by Vikram Pudi & Radha Krishna, Oxford University Press
5	Business Intelligence: Data Mining and Optimization for Decision Making by Carlo Vercellis

Reference books	
1	Data Mining Concepts and Techniques by Han
2	Modern Data Warehousing, Mining and Visualization by George Marakas, Pearson
3	Data Mining – Principles and Applications by Kumar, Elsevier
4	Data Mining for Managers by Richard Boire, Palgrave Macmillan
5	Data Mining for Dummies by Meta Brown , John Wiley and Sons

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III Elective**			
Title of the Subject / course	**:**	**IT Consulting**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand the Data warehousing Components –Building a Data warehouse
2	To understand the framework of The Structure of the Data Warehouse, Granularity
3	To understand the Normalization and denormalization Triggering the Data Warehouse Record
Prerequisites if any	Basic understanding of Advances Database and Data Warehousing
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Data warehousing Components –Building a Data warehouse , to connect to applications of data warehousing

Module

	Content	**Activity**	**Learning outcomes**
1	Introduction to Consulting, types of Consulting, Professional Consulting, Trends in Consulting Industry	Lecture	Gain insight on IT Consulting Concepts
2	Discussion on Data Gathering Methods, Contracting, Proposal Writing, Data Handling & Analysis	Lecture, cases and Class research	Understand various data gathering methods and contracting formalities
3	Introduction to IT Consulting, History of IT/IS/ITES Consulting, Various IT Services, IT Value Chain, Drivers of Future Growth	Lecture	Understand the IT Value Chain, Drivers for Future Business Growth
4	Consulting roles and growth cycle of the individual consultant Consulting to CIO/CTO/CEO & Boards, Various consulting services to CEOs and Boards of Directors, Understanding the diversity of consulting roles ,Consulting to the Board: unique process issues and transformation challenges	Lecture and cases	Gain insight on Various Consulting Services offered and understanding the consultants role
5	Consulting to Global Clients, Growth in Global Consulting, 9-Step Framework for Analysis, Diverse Issues in Global Consulting	Lectures and class research	Understand Global Consulting Framework and Global Challenges
6	Identifying and Deciding on Alternatives for Action and Measurement: Managing Consulting Firms - The Knowledge Sharing Problem, Consulting as a Profession - Marketing and Selling of Consulting Services - Strategic and Organization	Proposal writing and Case study	Learn to Identify alternatives for action and measurement, managing consulting firms

	Content	Activity	Learning outcomes
	Information Technology Consulting, Client-consultant relationship, internal vs. External, service Quality		

Text books	
1	High Value IT Consulting by Purba and Delaney published by McGraw-Hill
2	Million Dollar Consulting Proposals by Alan Weiss published by Wiley
3	IT Consulting Essentials – A Professional Handbook by Dave Faulise
4	The Art of IT Consulting by Biswo Samal

Reference books	
1	The Nomadic Developer by Aaron Erickson published by Pearson Education
2	How to Star and Run IT Consultancy Business by Srikanth Merianda and Brandi Marcene
3	The IT Consultant by Rick Freedman, John Wiley and Sons
4	Consulting – A Practitioners Perspective by Mohan Kancharla, Notion Press

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III Elective**			
Title of the Subject / course	**:**	**Digital Business**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand the Introduction to Digital Business ,framework of Drivers of digital business-, Mobile, Cloud Computing, Social media
2	To understand the E-Business- Meaning, Retailing in e- Business-products and services, consumer behavior
3	Developing the Digital Business Support services- e-CRM, e-SCM, e-banking, ERP, Mobile Computing
4	To know about -Building Digital business Applications and Infrastructure, IAAS, SAAS, PAAS, Information Super Highway, Collaboration Tools

Prerequisites if any	Basic understanding of digital business
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Background and current status ,E-market places, structures, mechanisms, economics , to know the difference between physical economy and digital economy

Module

	Content	**Activity**	**Learning outcomes**
1	Introduction to Digital Business Introduction, Background and current status ,E-market places, structures, mechanisms, economics and impacts Difference between physical economy and digital economy	Lecture	Understand the Concepts of Digital Business
2	Drivers of digital business- Big Data & Analytics, Mobile, Cloud Computing, Social media, BYOD, and Internet of Things(digitally intelligent machines/services) Opportunities and Challenges in Digital Business	Lecture & cases	Gain insight on the drivers of digital business
3	Overview of E- Business E-Business- Meaning, Retailing in e- Business-products and services, consumer behavior, market research and advertisement B2B-E- Business-selling and buying in private e-markets, public B2B exchanges and support services, e-supply chains, Collaborative Commerce, mobile commerce and pervasive computing	Lecture	Understand various e-business models
4	Digital Business Support services- e-CRM, e-SCM, e-banking, ERP as e –business backbone, Mobile Computing	Lecture and cases	E-Business Support Services can be learnt
5	Understanding -Building Digital business Applications and Infrastructure, IAAS, SAAS, PAAS, Information Super Highway,	Lecture and cases	Understand the Digital Business Infrastructure and Challenges

	Content	Activity	Learning outcomes
	Collaboration Tools		
6	Managing E-Business-Managing Knowledge, Management skills for e-business, Launching a successful online business and E - Business project, Legal, Ethics and Societal impacts of E- Business , Managing Risks in e –business Security Threats to e-business -Security Threats, Encryption, Cryptography, Digital Signatures, Digital Certificates,	Lecture & Cases	Understand the Security, ethics and societal impact of digital business
7	E-Business Strategy- E- Business Strategy and Implementation, E Business strategy and global E- Business, Economics and Justification of E-business ,Strategic formulation- Analysis of Company's Internal and external environment, Selection of strategy, E-business strategy into Action, challenges and E-Transition	Lecture & Cases	Gain an insight on E-business strategy formulation
8	Case Studies and presentations	Lecture & Cases	

Text books	
1	Digital Business Concepts and Strategy –Eloise Coupey, 2nd Edition –Pearson
2	Digital Business Discourse Erika Darics, April 2015, Palgrave Macmillan
3	Digital Business and E-Commerce Management, 6th edition –Dave Chaffey, August 2014
4	Digital Strategy – A guide to Digital Business Transformation by Alexander Rauser
5	Trend and Challenges in Digital Business Innovation –Authors –Vinocenzo Morabito, Italy-Springer

Reference books	
1	A textbook on E-commerce - Publisher: Neha Publishers & Distributors
2	E-commerce from vision to fulfilment-Elias M. Awad PHI-Restricted (2002)
3	Introduction to E-business-Management and Strategy-Colin Combe, ELSVIER, 2006
4	Leading Digital – Turning Technology into Business Transformation by HBR
5	Perspectives the Digital Enterprise –A framework for Transformation –TCS consulting journal Vol.5

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III Elective**			
Title of the Subject / course	**:**	**Software Project management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand the Introduction, the state of IT project management, need of project management, project goals, project life cycle and IT development
2	To understand the project management process, project integration Management, the project charter, project planning framework, the contents of a project plan, the planning process.
3	Understand the Introduction, developing the project schedule, project management software tools, methods of budgeting, developing the project budget, improving cost estimates, finalizing the project
4	To know the Organization and project planning, the project team, the Project environment.
5	To understand the Managing Project Procurement and Outsourcing , project procurement management, outsourcing.

Prerequisites if any	Basic understanding of software project management
Connections with Subjects in the current or Future courses	Will connect to the software project management issues and challenges ,implementation Plan, project evaluation, project audit closure, outsourcing

Module

	Content	**Activity**	**Learning outcomes**
1	An overview of IT Project Management - Introduction, the state of IT project management, need of project management, project goals, project life cycle and IT development, extreme project management, PMBOK. IT Project Methodology ITPM), project feasibility, request for proposal (RFP), the business case, project selection and approval, project contracting, IT governance.	Lecture	Gain an insight on overview of software project management
2	Introduction, project management process, project integration Management, the project charter, project planning framework, the contents of a project plan, the planning process. The Work Breakdown Structure (WBS), the linear responsibility chart, Multidisciplinary teams.	Lecture & cases	Understand the WBS and Project Planning concepts
3	Introduction, developing the project schedule, project management software tools, methods of budgeting, developing the project budget, improving cost estimates, finalizing the project schedule and budget. IT project risk management planning process, identifying IT project risks, risk analysis and assessment, risk strategies, risk monitoring and control, risk	Lecture	Understand the Software tools, risks involved and its assessment

	Content	Activity	Learning outcomes
	responses and evaluation		
4	The Human Side of Project Management- Introduction, Organization and project planning, the project team, the Project environment. The Project Communication, monitoring and controlling the project, the project communications plan, project metric, project control, plan monitor control cycle, , reporting performance and progress, Project Leadership and Ethics- Introduction, project leadership, ethics in projects, multicultural projects. Managing Change, Resistance and Conflicts	Lecture and cases	Gain Insight on Project team, Leadership, Roles, Conflicts multi-cultural projects
5	Managing Project Procurement and Outsourcing Introduction, project procurement management, outsourcing.	Lecture and cases	Project procurements and outsourcing can be learnt
6	The Implementation Plan and Project Closure- Introduction, project implementation, administrative closure, project evaluation, project audit.	Lecture & Cases	Understand the implementation plan and project closure
7	Case Studies and presentations	Lecture & Cases	

Text books	
1	Joel Henry, "Software Project Management, A real world guide to success", Pearson Education, 2008.
2	Hughes and Cornell, "Software Project Management", 3rd edition, Tata McGraw Hill
3	Information Technology Project Management", Jack T. Marchewka, 3rd edition, Wiley India, 2009.
4	Joseph Phillips, "IT Project Management", 2nd edition, Tata McGraw Hill
5	Software Project Management – A Concise Study by Kelkar

Reference books	
1	S. J. Mantel, J. R. Meredith and etl..."Project Management" 1st edition, Wiley India, 2009.
2	John M. Nicholas, "Project Management for Business and Technology", 2nd edition, Pearson Education.
3	Dinsmore, P. C. (Ed.). (1993) The AMA Handbook of Project Management. AMACOM
4	Robert K. Wyzocki and Rudd McGary, "Effective Project Management", 3rd edition, Wiley Brown, K.A. Project Management, McGraw Hill, 2002.
5	Mastering IT Project Management, Practices, Tools and Techniques by Murali Chemuturi

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III Elective**			
Title of the Subject / course	**:**	**Governance of Enterprise IT & Compliance**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand the Need for IT Governance (COBIT Framework)Importance and need of IT Governance and Compliances to know the laws , norms like IT Act, Sarbanes Oxley and the Graham
Prerequisites if any	Basic understanding of IT Governance and Compliance
Connections with Subjects in the current or Future courses	Will connect to Overview of various Standards and governance framework Introduction to the COBIT Framework as an umbrella Framework and various norms and acts.

Module

	Content	**Activity**	**Learning outcomes**
1	**Governance of Enterprise IT and IT Governance** **GEIT Benefits** – Cyber security, Privacy concerns, Multiple frameworks, Resource utilization, Industry specific issues, External Partners, Multiple Agendas, and Disruptive Technologies.	Lecture / Group Discussion / Workshop	Understand concepts on Governance of Enterprise IT and Management of Enterprise IT.
2	**Compliance** Compliance to Process Standards - ISO/IEC 38500, PRINCE2 /PMBOK, TOGAF9, ISO/IEC 31000, ISO/IEC 27000, CMMI, ITIL V3 AND ISO/IEC 20000. Compliance to Legal and Regulatory Requirements - IT Act, Sarbanes Oxley Act, Safe Harbor, Graham Bleach Act, RBI and other Banking Regulations and Basel III (for Banks), Data Privacy Act (PIMS), Data Protection Act, etc.	Lecture / Group Discussion / Workshop	Understand and comply with sample Process standards, Legal and Regulatory requirements.
3	**Implementing GEIT** – Initiate program (*Establish desire to change- recognize need to act*), Define problems and opportunities (*form implementation team-assess current state*), Define Road Map (*Communicate outcome-define target state*), Plan Program (*Identify role players- build improvements*), Execute Plan (*Operate and use-implement improvements*), Realize Benefits (*Embed new approaches-Operate and measure*), and review effectiveness (*Sustain– Monitor and Evaluate*).	Lecture / Group Discussion / Workshop	Understand the use of COBIT for assessing the maturity level of Governance and Management of Enterprise IT.
4	**COBIT5 Framework and relative**		Understand COBIT5

	Content	Activity	Learning outcomes
	coverage with other Standards – ISO/IEC 38500, PRINCE2 /PMBOK, TOGAF9, ISO/IEC 31000, ISO/IEC 27000, CMMI, ITIL V3 AND ISO/IEC 20000.		as a Tool to implement GEIT
5	Case Studies and Presentations	Group Discussion / Workshop	

Text books	
1	COBIT 3.0/4.0 – IT Governance Institute
2	BS – 7799 – IT Security Standards
3	Appropriate Standards like Sarbanes Oxley
4	IT Act 2000
5	A Primer for Implementing Governance of Enterprise IT – ISACA
6	A business framework for the Governance and Management of Enterprise IT – COBIT5 – ISACA
7	IT Governance – AN Introduction by Ravi Kumar Jain Banda, ICFAI University Press
8	IT Governance by Weill and Ross, HBR Press

Reference books	
1	ISO/IEC 38500:2008 Corporate Governance of Information Technology Principles and Practices (Evaluate Direct and Monitor)
2	Governance of the Extended Enterprise – IT Governance Institute – Wiley
3	Introduction to Information Security ad ISO 27001- A Pocket Guide by Watkins, It Governance Publishing
4	IT Governance – Guidelines for Directors by Alan Calder by IT Governance Publishing
5	Governance, Risk Management and Compliance by Richard Steinberg, Wiley Corporate F&A

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III Elective**			
Title of the Subject / course	**:**	**Cyber Law & Managing Enterprise IT Risk**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand the Basic Concepts of Technology and Law and Law of Digital Contracts :
2	Understand Intellectual Property Issues in Cyber Space
3	To know the insights to Rights of citizens and E-Governance
4	To get aware the Information Technology Act 2000 , Understanding Enterprise IT Risk

Prerequisites if any	Basic understanding of cyber law
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Basic Concepts of Technology and Law : Understanding the laws relating Technology of Internet, Cyber Laws, Cyber Jurisprudence and scope

Module

	Content	**Activity**	**Learning outcomes**
1	Basic Concepts of Technology and Law : Understanding the Technology of Internet, Scope of Cyber Laws, Cyber Jurisprudence	Lecture	Understanding the concept of Cyber laws
2	Law of Digital Contracts : The Essence of Digital Contracts, The System of Digital Signatures, The Role and Function of Certifying Authorities, The Science of Cryptography	Lecture & cases	Gain Insights on Digital Signatures, Certifying Authorities, Cryptography
3	Intellectual Property Issues in Cyber Space: Copyright in the Digital Media, Patents in the Cyber World.	Lecture	Understand IPR Issues and Digital Media Rights
4	Rights of citizens and E-Governance : Privacy and Freedom Issues in the Cyber World, E-Governance, Cyber Crimes and Cyber Laws	Lecture and cases	Gain Insight on Rights of Citizens and e-governance
5	Information Technology Act 2000 : Information Technology Act-2000-1 (Sec 1 to 13), Information Technology Act-2000-2 (Sec 14 to 42 and Certifying authority Rules), Information Technology Act-2000-3 (Sec 43 to 45 and Sec 65 to 78), Information Technology Act-2000-4(Sec 46 to Sec 64 and CRAT Rules), Information Technology Act-2000-5	Lecture and cases	Understand the IT Act 2000 Understand the Sections. Penalties related to various Cyber crimes

	Content	Activity	Learning outcomes
	(Sec 79 to 90), Information Technology Act-2000-6 (Sec 91-94) Amendments in 2008.		
6	International Scenario in Cyber Laws: Data Protection Laws in European Union (EU) and USA, Child Abuse Protection Laws in EU and USA, Cyber Laws - the Malaysian Approach.	Lecture & Cases	Understand the Global Cyber Security Standards
7	Cyber Law Issues for Management :Cyber Law Issues in E-Business Management, Major issues in Cyber Evidence Management, Cyber Law Compliancy Audit	Lecture & Cases	Understand the ways and means of evidence collection & Auditing Standards
8	**Management of Enterprise IT Risk** **IT Risk Identification:** Identify the universe of IT risk to contribute to the execution of the IT risk management strategy in support of business objectives and in alignment with the enterprise risk management (ERM) strategy **IT Risk Assessment:** Analyse and evaluate IT risk to determine the likelihood and impact on business objectives to enable risk-based decision making. **Risk Response and Mitigation:** Determine risk response options and evaluate their efficiency and effectiveness to manage risk in alignment with business objectives. **Risk and Control Monitoring and Reporting:** Continuously monitor and report on IT risk and controls to relevant stakeholders to ensure the continued efficiency and effectiveness of the IT risk management strategy and its alignment to business objectives.		Understand the concepts of IT Risk Gain insights on IT risk assessments, Mitigation techniques Learn the Risk and Control Monitoring and Reporting Process
9	Case Studies and Presentations	Lecture & Cases	

Text books	
1	Peter Weill , Jeanne Ross “IT Governance: How Top Performers Manage IT Decision Rights for Superior Results”
2	Cyber Laws in India by Satish Chandra
3	Cyber Laws and IT Protection by Harish Chander, PHI Publisher
4	Textbook of Cyber Law by Pavan Duggal, Universal Law Publishing
5	Information Technology Law and Practice by Vakul Sharma
6	Cyber Laws – Indian and International Perspectives by Aparna Vishwanathan

Reference books	
1	Jeanne W. Ross “Enterprise Architecture As Strategy: Creating a Foundation for Business Execution”
2	Peter Weill “IT Savvy: What Top Executives Must Know to Go from Pain to Gain
3	ISO/IEC 31000 and ISO/IEC 27005 Risk Management Standards
4	Computer Internet and New Technology Laws by Karnika Seth
5	Data Protection in India by Pavan Duggal

Assessment	
Internal	40%
Semester end	60%

Programme - Masters in Management Studies

Semester - III

HRM (CORE)

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Training & Development**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1.	Learning the intricacies of process of training and development and audit

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr No	Content	Activity	Learning Outcome
1	Introduction to human resource development	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to the concept of human resource development
2	Overview of Training in Organizations □ Role of training □ structure of training Planning for Training and Development □ Management of Training function □ Need assessment □ Evaluation □ Organization of Training	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to training, structure, need assessment and evaluation of training
3	Learning organization	Case Study/ Role-play/ Drama/ Group Discussion	Exploring the concept of learning organization
4	□ Principles of Adult Learning □ Learning Styles □ Self Generated Learning □ Experiential Learning □ Motivation & Performance	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to adult learning and different methodologies
5	Training Administration. □ training budget , □ budget training	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to preparation of training budget, calendar and training modules.

Sr No	Content	Activity	Learning Outcome
	programmes, design training calendar /schedules) Designing and executing Training inputs Establishing Learning Objectives Developing Training Modules Role of 'Active Training'		
6	Training Need assessment	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the process of training needs assessment
7	Competency modeling and mapping	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the method of competency modeling and mapping
8	Designing Training Modules	Case Study/ Role-play/ Drama/ Group Discussion	Learning to design training module
9	Implementation of Training	Case Study/ Role-play/ Drama/ Group Discussion	Learning methods of implementing training
10	Traditional training methods E-learning and use of technology in training Computer Based Training Satellite Based Training Outbound Training Fusion Methodology: Theatre, Art, Music as methodologies The World as a Classroom	Case Study/ Role-play/ Drama/ Group Discussion	Exploring various types of training
11	Training evaluation, Cost Benefit Analysis and ROI	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to training evaluation, cost benefit analysis and ROI
12	Management Development.	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to management development
13	Planning & Organizing conferences, seminar etc Training Audit.	Case Study/ Role-play/ Drama/ Group Discussion	Methods of Planning & Organizing conferences, seminar etc Introduction to Training Audit.

Sr No	Content	Activity	Learning Outcome
14	Case Studies and Presentations	Case Study/ Role-play/ Drama/ Group Discussion	

Reference books

1	Effective Training Systems, Strategies and Practices P. Nick Blanchard, James W Thacker second edition Pearson Education
2	P. Nick Blanchard, James W Thacker second edition Pearson Education

Text books

1	Employee Training and Development by Raymond A Noe, 3ed. McGraw Hill Publication (International Edition)

Assessment

Internal	40%
Semester end	60%

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Compensation and Benefits**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1.	To understand the concept of compensation, various elements, inflation, laws related to compensation, variable pay and income tax

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning Outcome
1	Human Resources Philosophy and Approach for an Organization	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to the philosophy of human resources
2	Reward Strategies – Articulating and understanding business context for reward strategies	Case Study/ Role-play/ Drama/ Group Discussion	Understanding business context for reward strategies and preparing strategies
3	Elements of Reward Strategy – Understanding Reward Management	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the elements of reward strategy and management
4	Compensation / Remuneration place in Reward Strategy	Case Study/ Role-play/ Drama/ Group Discussion	Exploring Compensation / Remuneration place in Reward Strategy
5	Understanding Elements of Compensation Structure □ Fixed , □ Cash Benefits, □ Retirals and □ Social Security, □ Variable Pay / Incentives / Stock Options	Case Study/ Role-play/ Drama/ Group Discussion	Understanding Elements of Compensation Structure
6	Costing the CTC of each element of Compensation Structure (excluding stock options)	Case Study/ Role-play/ Drama/ Group Discussion	Learning to Cost the CTC of each element of Compensation Structure

Sr. No.	Content	Activity	Learning Outcome
7	Understanding Inflation – □ Neutralization of Inflation – □ Dearness Allowance □ Consumer Price Indices	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the concept of Inflation
8	□ Understanding Provident Fund, □ ESIC, Gratuity, □ Superannuation, □ Bonus under Payment of Bonus Act	Case Study/ Role-play/ Drama/ Group Discussion	Understanding Provident Fund, ESIC, Gratuity, Superannuation, Bonus under Payment of Bonus Act
9	Types of Variable Pay	Case Study/ Role-play/ Drama/ Group Discussion	Learning various types of Variable Pay
10	Understanding Income Tax	Case Study/ Role-play/ Drama/ Group Discussion	Understanding Income Tax
11	Arriving at the CTC of an employee/ candidate – □ costing elements, □ designing a salary offer template □ Making a salary offer to a candidate – understanding salary ranges	Case Study/ Role-play/ Drama/ Group Discussion	Preparing the CTC of an employee
12	Remuneration Survey- □ choosing a partner, □ conducting a survey, □ benchmarking, □ arriving at a comparator, □ target position, □ understanding median , □ percentile, □ ageing of market data □ Converting Remuneration Survey results into a Salary Proposal	Case Study/ Role-play/ Drama/ Group Discussion	Learning the details of remuneration survey
13	Equity Compensation Plans □ objective of equity compensation, □ types of Stock Plans, □ Valuing stock grants, □ SEBI Guidelines, □ taxability of stock options	Case Study/ Role-play/ Drama/ Group Discussion	Learning the intricacies of equity compensation plans

Sr. No.	Content	Activity	Learning Outcome
14	Case Studies and Presentations	Case Study/ Role-play/ Drama/ Group Discussion	

Reference books

1	Textbook of HRM – P. Subha Rao.
2	Managing Human Resources – Bohlander, Snell, Sherman
3	Compensation Management – Dipak Kumar Bhattacharya – Oxford Publications

Text books

1	Compensation Management in a Knowledge Based World – Richard I Henderson – Pearson Publications

Assessment

Internal	40%
Semester end	60%

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Competency Based HRM and Performance Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1	To provide both theoretical and application-oriented inputs on competency mapping and developing mapped competencies.
2	To understand the concept of competency and competency based HR practices.
3	To understand the various approaches towards building a competency model
4	To understand how to integrate the applications of competency model with other HRM functions.
5	To impart the understanding about the Performance Management system and strategies adopted by the Organizations

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	**Concept and definition of Role and competency**. History of competency, Types of competencies – generic/specific. Competency description, Competency levels, Designing competency dictionary, Why to promote a competency culture, Context and Relevance of competencies in modern organizations Evolution of Competency based HRM, Competency Selection; Competency based Training & Development. Competency Based Performance Management; Competency Based Career & Succession Planning, linking HR processes to organizational strategy, competency framework – development of personal competency framework, Developing Competency Models ,Issues relating to Competency models.	Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments	Basic Understanding concept of Competency and its relevance to modern day Organizations.

Sr. No.	Content	Activity	Learning outcomes
2	**Methods of Data Collection for Mapping:- .** Observation b. Repertory Grid c. Critical Incidence Technique d. Expert Panels e. Surveys , Job Task Analysis h. Behavioral Event Interview, i. use of technology. Developing Competency Models from Raw Data: a. Data Recording b. Analyzing The Data c. Content Analysis of Verbal Expression d. Validating the Competency Models	Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments	Gaining knowledge about the various methods of data collection in mapping process and knowledge of validating the Competency model.
3	**Competency Mapping and Assessment** – Meaning, purpose and Benefits, Steps in Competency Mapping –, Measuring and mapping competencies a. BEI b. Assessment centre c. Conducting and operating assessment centre d. Role of assessors in an assessment centre e. Designing tools in an assessment centre f. Integration of data , Report Writing and g. Feedback mechanism . Approaches to Mapping	Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments	Knowledge about running the assessment centre and Report writing and learning about how to give feedback.
4	**Conceptual Framework of Performance Management** Performance Management process; Objectives of Performance Management system; Historical development in India; Performance management and Performance appraisal; Linkage of Performance Management system with other HR practices. Components of Performance Management System: Performance planning; Ongoing support and coaching; Performance measurement and evaluation.	Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments	Learning about the conceptual frame work of Performance Management System and its linkage with HR practices
5	Implementation and Issues in Performance Management: a. Defining Performance b. Determinants of Performance c. Performance Dimensions d. Approaches to Measuring Performance e. Diagnosing The Causes of Poor Performance f. Differentiating Task from Contextual Performance	Case Studies, Class Discussions, Assessment Centre exercises, Field Project, Presentations, Practical Examples Assignments	Learning about the Implementation of Performance Management System, issues and challenges

Sr. No.	Content	Activity	Learning outcomes
	g. Choosing a Performance Measurement Approach. h. Measuring Results and Behaviors i. Gathering Performance Information j. Implementing Performance Management System		
6	Performance Management and Employee Development: a. Personal Development Plans b. 360 Degree Feed Back as a Developmental Tool c. Performance Management and Reward System d. Performance Linked Remuneration System e. Performance Linked Career Planning and Promotion Policy	Case Studies, Class Discussions	Studying performance management as a tool for employee development
7	Conducting Staff Appraisals a. Introduction & Need b. Skills Required c. The Role of The Appraiser d. Job Description and Job Specification e. Appraisal Methods f. Raters Errors g. Data Collection h. Conducting an Appraisal Interview i. Follow Up and Validation	Case Studies, Class Discussions	Understanding the process of conducting staff appraisal
8	Performance Consulting: a. Concept b. The Need for Performance Consulting c. Role of The Performance Consulting d. Designing and Using Performance Relationship Maps e. Contracting for Performance Consulting Services f. Organizing Performance Improvement Department	Case Studies, Class Discussions	Understanding performance consulting
9	Reward for Performance: a. Reward System, Components of Reward System, b.Objective of Reward System, Linkage of performance management to reward and compensation System Performance Management Pitfalls and	Case Studies, Class Discussions	Study of rewards for performance

Sr. No.	Content	Activity	Learning outcomes
	Remedies, c.Recognizing the problems and Pitfalls, Limitations, Shortcoming or efficiencies of performance appraisal, Guideline for performance appraisal and good practices		
10	Ethics in Performance Management: a.Ethical Performance Management Defined, Objectives and Significance of Ethics in performance Management, b.Ethical issues and dilemmas in Performance Management, Ethical Strategies in Performance management, Performance Management in Multinational Corporations	Case Studies, Class Discussions	Overview of ethical practices in performance management
11	Case Study and Presentations		

Text books

1	Armstrong, M. & Baron, A., Performance Management and development, Jaico Publishing House, Mumbai.
2	Armstrong, M., Performance management: Key strategies and practical guidelines, Kogan Page, London.
3	Bagchi, S. N., Performance management, Cengage Learning India
4	Bhattacharyya, D.K., Performance management systems and strategies, Pearson Education

Reference books

1	Seema Sanghi: 'Handbook of Competency Mapping'; Response Books; Latest Edition
2	Ganesh Shermon: 'Competency based HRM'; Tata McGraw Hill; Latest Edition.
3	Whiddett and Hollyforde: 'A Practical Guide to Competencies'; Chartered Institute of Personnel and Development; Latest Edition.

Assessment

Internal	40%
Semester end	60%

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Labour Laws and Implications on Industrial Relations**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1	Understanding Nature and Importance of Labour Laws
2	To understand various legislations with their history, basic provisions & case laws
3	To study current amendments in Labour laws
4	Highlight Labour Laws with IR implications

Module

Sr. No.	Content	Activity	Learning outcomes
1.	**Overview of IR** • IR history in brief, System approach to IR and IR model, • Collective Bargaining, Basic Grievance machinery and disciplinary procedure • Importance of Workers Participation in Management with few egs. • Relating IR to labor laws • Labor laws with IR implications for futuristic India		This is to give a snapshot of IR and the faculty to relate importance of IR to Labor Laws, changing dynamics of IR
2	**Introduction to Labor Laws** • Government of India Structure, Constitutional provisions for labor • Structure of Courts and appropriate authorities in India. • Principles of Labor Laws Classification of Labor Laws viz: Regulative, Employment, Wage, • Social Security & IR		Understanding court jurisdictions and basics of labor laws
3	**Industrial Relations Legislations** • Industrial Dispute Act 1947 • Trade Union Act 1926 &	Case Laws	To study history, provisions, case laws & amendments under each law.

Sr. No.	Content	Activity	Learning outcomes
	MRTUP & PULP 1971 (only unions politics & recognition provision) • Industrial Employment (Standing Order) Act 1946		
4	**Regulative Laws** • The Factories Act, 1948 • The Bombay Shop and Establishment Act, 1948	Case Laws	To study history, provisions, case laws & amendments under each law.
5	**Social Security Legislations** • Workmen's Compensation Act 1923 (with sums) • ESI Act 1948 • Gratuity Act 1972 • Provident Fund Act & Mis. 1952	Case Laws	To study history, provisions, case laws & amendments under each law.
6	**Wage Legislations** • Payment of Wages Act 1936 • Minimum Wages Act 1948	Case Laws	To study history, provisions, case laws & amendments under each law.
8	**Overview of few laws** • Maternity Benefit Act 1961 • Apprentice Act 1961 • Employment Exchange Act 1951 • Payment of Bonus Act 1965	Case Laws	Just an overview needs to be taught
9.	Internal Assessments Overview of Alternate Dispute Resolution Mechanisms		
10.	Revision		

Text and Reference books

1	Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House
2	Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
3	Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House
4	Sharma, A. M. Industrial Relations: Industrial Jurisprudence and Labour Legislation. Himalaya Publishing House
5	Kapoor, N.D: Elements of Mercantile Law. Sultan Chand & Sons

Assessment

Internal	40%
Semester end	60%

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Human Resource Planning and Application of Technology in HR**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

	To understand the concept of HR Planning and application of technology in HR

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

S. No.	Content	Activity	Learning Outcome
1	**Human Resource Planning** Meaning, The planning process. Indicators and trends. Ascertaining demand and supply in human resource. Causes of demand, forecasting techniques and human resource requirements. Estimation of internal supply and external supply. Linking human resource planning with strategic human resource management.	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to HR Planning and forecasting
2	**Job Analysis, HR Planning and Selection in the Modern Business Environment:** Job analysis and design, Collection and application of job analysis information, alignment of job analysis to selection. Changing perspectives in the field of recruitment and selection in the information age: e-recruitment and selection. **Employment Tests:** Concepts of Testing, Types of tests, Executive Talent Search .	Case Study/ Role-play/ Drama/ Group Discussion	Learning the concept of job analysis and selection

S. No.	Content	Activity	Learning Outcome
3	**Workforce Diversity,** Diversity Planning, Dimensions of Diversity, Policies, Valuing Diversity in Organizations, Gender Diversity Legislation, Corporate initiatives on Gender Diversity. Organizational Strategies for Promoting Diversity, Diversity Awareness Training and Programs, Systemic and Individual Diversity Change Initiatives, The Future of Diversity – A Global Perspective.	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the nuances of workforce diversity
4	**Technology in Human Resource** Administration and Human Resource Information Systems, Talent Management, Job Analysis and Human Resource Planning, Recruitment and Selection in an Internet Context, Training and Development: Issues and Human Resource Information Systems Applications, Performance Management, Compensation, Benefits, Payroll and the Human Resource Information Systems, International Human Resource Management	Case Study/ Role-play/ Drama/ Group Discussion	Overview of application of technology in HR
5	**Introduction to Analytics** : Introduction to Business Analytics : Need for Analytics : Use of Analytics in business : Introduction to HR Analytics : HR Analytics and people strategy : Becoming a persuasive HR function	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to HR Analytics
7	Case Studies and Presentation.		

Text books

1	Human Resource Planning – James W Walker
2	Human Resource Development – Uday Kumar Haldar – Oxford Publications
3	Managing Diversity: Toward a Globally Inclusive Workplace Book by Michalle E. Mor Barak.
4	HR Analytics: The What, Why and How : Tracey Smith

Reference books

1	Human Resource Planning – D.K Bhattacharya
2	Human Resource Planning – M.S Reddy
3	Planning & Managing Human Resources – William J Rothwell, H.C Kazanas

Assessment

Internal	40%
Semester end	60%

Programme - Masters in Management Studies

Semester - III

HRM (ELECTIVES)

Semester	**:**	**III-Electives**			
Title of the Subject / course	**:**	**Personal Growth Laboratory**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1	Basics of personality, personality types
2	Introduction to emotional intelligence
3	Stress and stress control techniques
4	Introduction to NLP and transactional analysis
5	Techniques of effective team building

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	**Personal Growth (Personal Effectiveness)** Introduction to personal growth : Meaning, Nature and Scope : Individual, Organizational and social roles : Role Clarity & Role Boundaries : Self-awareness and self-esteem	Case Study/ Role-play/ Drama/ Group Discussion	Basics of personality, Meaning of personal growth, meaning of self-awareness and self esteem
2	**Personality (Personal Effectiveness)** Personality Theories : *Carl Jung's personality types : MBTI*	Case Study/ Role-play/ Drama/ Group Discussion	Implementation of personality theories to find the personality type
3	**Personality (Personal Effectiveness)** Personality Theories : *Trait Theories : Big 5 : Type A & Type B : PF16*	Case Study/ Role-play/ Drama/ Group Discussion	Implementation of personality theories to find the personality type
4	**Basic Functions of Mind (Personal Effectiveness)** Creativity and Innovation : Blocks to Creativity : Creativity tools and processes :	Case Study/ Role-play/ Drama/ Group Discussion	Methods of improving creativity, Basics of different type of thinking techniques

Sr. No.	Content	Activity	Learning outcomes
	convergent and divergent thinking : *Six Thinking Hats*		
5	**Neuro-linguistic Programming (Personal Effectiveness)** Introduction to NLP : *NLP*	Case Study/ Role-play/ Drama/ Group Discussion	Basics of NLP and NLP implementation
6	**Emotional Intelligence (Personal Effectiveness)** Introduction to emotional intelligence : Introduction to Enneagram : *Testing Emotional Intelligence : Personality Types According to Enneagram*	Case Study/ Role-play/ Drama/ Group Discussion	Definition of emotional intelligence, Enneagram and its implementation
7	**Stress (Personal Effectiveness)** Stress and reasons behind stress : Techniques for stress busting : *Practice of some stress busting techniques*	Case Study/ Role-play/ Drama/ Group Discussion	Causes of stress and stress busting techniques
8	**Interpersonal Relations (Interpersonal Effectiveness)** Basics of Interpersonal relations : Basics of Group Dynamics : Needs of openness, inclusion and control : *Discovering interpersonal orientation through FIRO-B*	Case Study/ Role-play/ Drama/ Group Discussion	Basics of Interpersonal Relations, implementation through Firo-B
9	**Transactional Analysis and Johari Window (Personal Effectiveness)** Basics of Ego-states : Types of Transactions : Theory of Johari Window : *Implementation of Johari Window*	Case Study/ Role-play/ Drama/ Group Discussion	Basics and implementation of Transactional Analysis and Johari Window
10	**Teams and Team Building (Interpersonal Effectiveness)** Basics of Team and Team Building : Conflict in teams : Conflict Resolution : Negotiation : *Desert Survival Exercise for team building*	Case Study/ Role-play/ Drama/ Group Discussion	Team building exercises
11	**Teams and Team Building (Interpersonal Effectiveness)** *More team building activities: Simulation Games*	Case Study/ Role-play/ Drama/ Group Discussion	Team building exercises
12	**Learning Methodologies** Basics of T-group and	Case Study/ Role-play/ Drama/ Group	Leaning about different learning methodologies

Sr. No.	Content	Activity	Learning outcomes
	sensitivity training : *Application of T-group and sensitivity training*	Discussion	
13	**Learning Methodologies** Basics of Assessment Centres : *Application of Assessment Centres*	Case Study/ Role-play/ Drama/ Group Discussion	Leaning about different learning methodologies

Text books

1	Organizational Behavior : Stephen P. Robbins, Timothy A. Judge, Neharika Vohra

Reference books

1	Six Thinking Hats by Edward De Bono
2	Introducing NLP: Psychological Skills by Joseph O'Connor
3	Essential Enneagram: The Definitive Personality Test and Self-Discovery Guide -- Revised & Updated by David Daniels and Virginia Price
4	Assessment Centres: Identifying Potential and Developing Competency by Nitin Sawardekar

Assessment

Internal	40%
Semester end	60%

Semester	**:**	**III-Electives**			
Title of the Subject / course	**:**	**Global HRM**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

	To understand the concept of Human Resource Management in an international context, understand the challenges of operating in different geographies and relevant differences in culture

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning Outcome
1	**Introduction and Overview of Domestic HRM and IHRM** a. The professionalism of HRM b. International trends in the labour force c. The impact of the environment, competition and the dynamics of the labour force on HRM	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to the concept of International HRM and the differences between domestic and international HRM
2	**Selecting and Managing International Workforce** a. The influences of cross cultural issues on organisations b. Selection, evaluation and coaching of international employees c. Developing Planning, Communications and Intercultural skills to manage a cross cultural workforce d. Global training and appraisal systems for a cross cultural workforce e. Compensation and performance measure: an international perspective	Case Study/ Role-play/ Drama/ Group Discussion	Learning planning and recruitment techniques in the international context
3	**International Organisations and Industrial Relations** a. Corporate Culture and change b. Policies and practices of multinational companies c. Employment and Labour Laws: an international perspective	Case Study/ Role-play/ Drama/ Group Discussion	Study of Employment Relations in an international context

Sr. No.	Content	Activity	Learning Outcome
	d. The influence of Trade Unions e. Equal Opportunities f. Employment relations		
4	**International Compensation and Benefits** a. Theory of Employee Development b. Objectives of International Compensation c. Benchmarking global practices d. Motivation and Reward systems e. Problems with global compensation	Case Study/ Role-play/ Drama/ Group Discussion	Study of International Compensation and Benefits, global practices and challenges
5	**Expatriation and Repatriation** a. Characteristics of effective expatriate managers b. The role of family c. Dealing with culture shock d. Successful repatriation practices	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the concept of Expatriation and Repatriation
6	**Legislation and the international workforce** a. Legislation and the international workforce b. Employment Law c. Trade Unions and negotiations	Case Study/ Role-play/ Drama/ Group Discussion	Understanding employment law in international context
7	**International Training and Development** Define and contrast between training and development Developmental aspect of international assignments and its relation to international career paths Training and developing international management teams Trends in international training and development	Case Study/ Role-play/ Drama/ Group Discussion	Understand components of International Learning and Development in organizations
8	Global Unions, Regional Integration and Framework Agreements	Case Study/ Role-play/ Drama/ Group Discussion	Understanding Global Unions, Regional Integration and Framework Agreements and its impact on the organizations
9	Emerging Trends in Employee Relations and Employee Involvement	Case Study/ Role-play/ Drama/ Group Discussion	Study of Emerging Trends in Employee Relations and Employee Involvement in international context
10	International Labour Standards	Case Study/ Role-play/ Drama/ Group Discussion	International Labour Standards
11	Case Studies and Presentations	Case Study/	

Sr. No.	Content	Activity	Learning Outcome
		Role-play/ Drama/ Group Discussion	

Text books

1	International Human Resource Management by K Aswathappa and Sadhna Dash , TMGH

Reference books

1	International Human Resource Management by Peter j Dowling, Device E Welch, 4th Edition.
2	International Human Resource Management by Hilary Harris, Chris Brewster and Paul Sparrow, VMP Publishers and Distributors

Assessment

Internal	40%
Semester end	60%

Semester	**:**	**III-Electives**			
Title of the Subject / course	**:**	**Employee Branding and Employer Value Proposition**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1	Concept of Employee Brand
2	Concept of Employer Value Proposition
3	Creating and Nurturing Employee Brand

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	**Birth of Employee Brand Concept** Changing needs and aspirations of employees : Challenge of managing people : Leadership and its role : Birth of Employee Brand Concept	Case Study/ Role-play/ Drama/ Group Discussion	Learning factors leading to birth of employee brand
2	**Fundamentals of Branding** Definition : Brand Personality : Brand Positioning and Differentiation : Brand Vision : Brand Hierarchy : Brand Reality : Brand Management and Development : Brand Consistency and Continuity	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the concept of a brand
3	**Benefits of Employee Branding** Functional Benefits : Emotional Benefits : Higher Order Benefits : Life Cycle Benefits	Case Study/ Role-play/ Drama/ Group Discussion	Learning the benefits of employee branding
4	**Employee Brand Insight** Employee Insights : Labor Market Insights	Case Study/ Role-play/ Drama/ Group Discussion	Employee Brand Insights
5	**Before Employee Brand Creation** Diagnosing Employee Brand : Preparing to create the Employee Brand	Case Study/ Role-play/ Drama/ Group Discussion	Preparing to create an employee brand
6	**Employee Brand Creation** Creation of Employee Brand : Operationalization of Employee Brand	Case Study/ Role-play/ Drama/ Group Discussion	Creation and Operationalization of Employee Brand

Sr. No.	Content	Activity	Learning outcomes
7	**Employee Brand Creation** Brand Identity : Brand Integration : Corporate Brand Hierarchy : Key components of Positioning Model : Brand Reality Model : Brand Vision Model	Case Study/ Role-play/ Drama/ Group Discussion	Learning the different facets of brand creation
8	**Nurturing the Employee Brand** Documentation : Change Management : Measurement of Impact	Case Study/ Role-play/ Drama/ Group Discussion	Learning about the methods of Nurturing the Employee Brand
9	**Employer Value Proposition** Definition of Employer Value Proposition : Link to theories of motivation	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the concept of Employer Value Proposition
10	**Employee Brand Communication** Identity : Launch : Rational Understanding : Emotional Engagement : Employee Commitment and behavior change	Case Study/ Role-play/ Drama/ Group Discussion	Learning various Employee Brand Communication techniques
11	**Employer Brand Management : Big Picture** Policy : External Reputation : Internal Communication : Senior Leadership : Values and CSR : Internal Measurement System	Case Study/ Role-play/ Drama/ Group Discussion	Employer Brand Management at a larger scale
12	**Employer Brand Management : Local Picture** Recruitment and Induction : Team Management : Performance Appraisal : Learning and Development : Reward and Recognition	Case Study/ Role-play/ Drama/ Group Discussion	Employer Brand Management at a smaller scale
13	**Durability of Concept of Employee Brand**	Case Study/ Role-play/ Drama/ Group Discussion	Durability of Concept of Employee Brand

Text books

1	The Employer Brand Bringing the Best of Brand Management to People at Work: Simon Barrow & Richard Mosley

Reference books

1	Brand From the Inside: Libby Sartain & Mark Schuman

Assessment

Internal	40%
Semester end	60%

Semester	**:**	**III-Electives**			
Title of the Subject / course	**:**	**HR Analytics**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1	Basics of HR Analytics
2	Introduction to latest technologies including SPSS, Big Data
3	Using HR Analytics for various functions of HR
4	Different Analysis Strategies
5	Ethics and Limitations while using HR Analytics

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	**Introduction to HR Analytics** Introduction to Analytics : Introduction to Business Analytics : Need for Analytics : Use of Analytics in business : Introduction to HR Analytics : Evolution of Analytics : HR Analytics and people strategy : Becoming a persuasive HR function	Case Study/ Role-play/ Drama/ Group Discussion	Learning the basics of Analytics and HR Analytics, Relation of HR Analytics with HR strategies
2	**Metrics and Analytics** Language of Metrics and Analytics : Descriptive Analytics : Prescriptive Analytics : Casual Analysis : Predictors, prediction and predictive modelling : Business applications of modeling	Case Study/ Role-play/ Drama/ Group Discussion	Understanding Different categories of HR Analytics, Applications of modeling
3	**HR Information Systems and Data** Information Sources : Analysis software options : Preparing data : Using SPSS : Big Data	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to analysis using SPSS and big data
4	**Analysis Strategies** From descriptive reports to predictive analytics : Statistical Significance : Types of data : Types of statistical tests : Factor Analysis and reliability analysis	Case Study/ Role-play/ Drama/ Group Discussion	Different types of statistical analysis techniques
5	**Recruitment and Selection Analytics** Reliability and validity of selection process : Human bias in recruitment and selection	Case Study/ Role-play/ Drama/ Group Discussion	Application of analytics in recruitment
6	**Predicting Employee Performance** Indicators of performance : Methods for	Case Study/ Role-play/	Application of analytics in employee performance

Sr. No.	Content	Activity	Learning outcomes
	measuring performance	Drama/ Group Discussion	
7	**Employee Engagement and Workforce Perceptions** Measuring Employee Engagement : Interrogating the measures : Conceptual Explanation of factor analysis	Case Study/ Role-play/ Drama/ Group Discussion	Application of analytics in employee engagement
8	**Predicting Employee Turnover** Importance of employee turnover as an HR information : Descriptive Turnover Analysis : Measuring and exploring differences between turnover at an individual or team level	Case Study/ Role-play/ Drama/ Group Discussion	Application of analytics in assessing employee turnover
9	**Monitoring the Impact of Interventions** Tracking the impact of various HR interventions : Value change initiative	Case Study/ Role-play/ Drama/ Group Discussion	Application of analytics in tracking the impact of HR interventions
10	**Diversity Analytics** Equality, diversity and inclusion : Approaches to measuring and managing D&I	Case Study/ Role-play/ Drama/ Group Discussion	Application of analytics in assessing diversity
11	**Advanced HR Analytic Techniques I** Mediation Processes : Moderation and interaction analysis : Multi-level linear modelling : Curvilinear relationships	Case Study/ Role-play/ Drama/ Group Discussion	Learning Advanced HR Analytics Techniques
12	**Advanced HR Analytic Techniques II** Structural Equation Models : Growth Models : Latent class analysis : Response surface methodology and polynomial regression	Case Study/ Role-play/ Drama/ Group Discussion	Learning Advanced HR Analytics Techniques
13	**Usage, Ethics and Limitations** Institutionalized Metric Oriented Behaviour (IMOB) : Importance of quality data and measures : Ethics in Analytics : Ethical Standards for HR Analytics team : Limitations	Case Study/ Role-play/ Drama/ Group Discussion	Understanding Ethics involved and limitations of HR Analytics

Text books

1	The New HR Analytics : Predicting the economic value of your company's human capital investment : Jac Fitz-enz
2	HR Analytics: The What, Why and How : Tracey Smith

Reference books

1	Predictive HR Analytics: Mastering the HR Metric : Dr Martin R. Edwards, Kirsten Edwards

Assessment

Internal	40%
Semester end	60%

Semester	**:**	**III-Electives**			
Title of the Subject / course	:	**O.S.T.D.**			
Course Code	:				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	To understand the organizational design and different factors affecting organizational design
2	To study the evolution of organizational theories
3	To appreciate the organizational culture and its effect on organizational design

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning Outcome
1	**Organizations and Organization Theory** a. Organization theory in action. b. What is an organization? c. Perspectives on organizations: open systems and organizational configuration. d. Dimensions of organization design: structural and conceptual. e. The evolution of organization theory and design	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to the concept of an organization and organization design. Study of evolution of organization theory
2	**Strategy, Organization Design, and Effectiveness** a. The role of strategic direction on organization design. b. Organization purpose. c. A framework for selecting strategy and design/structure. d. Assessing organizational effectiveness. e. Contingency effectiveness approach, resource based approach, and internal process approach. f. An integrated effectiveness model	Case Study/ Role-play/ Drama/ Group Discussion	Study of effect of strategy on organization design Learning about organizational effectiveness and its assessment
3	**Fundamental of Organization Structure** a. Organization structure b. Information processing perspective in organization structure c. Organization design alternatives	Case Study/ Role-play/ Drama/ Group Discussion	Study of basics of organization structure

Sr. No.	Content	Activity	Learning Outcome
	d. Functional, divisional, and geographical designs e. Matrix structure f. Horizontal structure g. Modular structure h. Hybrid structure		
4	**Open Systems Design Elements** a. The external environment. b. Inter-organizational Relationships. c. Organization size and life cycle and design/structure. d. Comparative management.	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the external environment, organizational life cycle and Inter-organizational Relationships
5	**Organizational Culture** a. Organizational culture. b. Organization design and culture. c. Culture and the learning organization. d. Ethical values in organizations. e. Leadership and culture and ethics.	Case Study/ Role-play/ Drama/ Group Discussion	Study of organizational culture and its effect on organization design
6	**Innovation and Change and Organizational Design** a. The strategic role of change. b. Elements of successful change. c. New products and services. d. Technology change. e. Strategy and structure change. f. Culture change. g. Strategies for implementing change.	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to change and its effect on organizational design
7	**Decision-Making Process** a. Rational approach. b. Bounded rationality perspective. c. Organizational decision-making. d. The learning organization. e. Contingency decision-making perspective. f. Special decision circumstances.	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to decision making process
8	**Conflict, Power, and Politics** a. Intergroup conflict in organizations. b. Power and organizations. c. Political processes in organizations. d. Using power, politics, and collaboration.	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the concepts of conflict, power and politics in an organization
9	Case Studies and Presentations	Case Study/ Role-play/ Drama/ Group Discussion	

Text books

1	Robins Khandwalla, P. N. Organizational design for excellence, New Delhi, Tata McGraw Hill, 1992

Reference books

1	Daft, R. L. Organization Theory and Design, Current Edition. Thomson Southwestern

Assessment

Internal	40%
Semester end	60%

Semester	:	**III - Elective**			
Title of the Subject / course	:	**HR Audit**			
Course Code	:				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

	Understanding HR Accounting and Audit with study of various instruments such as HR Score Card. Learning to calculate HR cost, investments and return on investments and preparing HR Audit Reports

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning Outcome
1	Introduction a. HR as assets b. Definition of Human resource accounting c. HRA – concepts, methods and applications d. Human Resource accounting vs. Other Accounting	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to Human Resource Accounting
2	Human Resource Costs / Investments a. Human Resource Costs – the Monetary Value Approach, Non-Monetary value Based Approaches b. Investment in employees -- Human resource Development	Case Study/ Role-play/ Drama/ Group Discussion	Learning to calculate human resource cost/investments
3	Return on Investments a. Development of HR ROI into through High Performance Employees b. Measurement of Group Value – The Likert and Bowers Model, Hermanson's unpurchased goodwill model	Case Study/ Role-play/ Drama/ Group Discussion	Learning to calculate human resource return on investments
4	Human Resource Accounting System a. Developing Human Resource Accounting System b. Implementation of Human	Case Study/ Role-play/ Drama/ Group Discussion	Learning development and implementation of HR accounting system

Sr. No.	Content	Activity	Learning Outcome
	resource Accounting system c. Integration with other accounting system		
5	Human Resource Score Card a. HR Score Card, constituents of HR Scorecard b. HR score card as an instrument in HR Audit	Case Study/ Role-play/ Drama/ Group Discussion	Introduction of HR Score Card and its implementation
6	Human Resource Audit a. Role of Human resource audit in business environment b. HR Audit Objectives, Concepts, Components, Need, Benefits, Importance c. Methodology and instruments of HR Audit d. The audit process and Issues in HR Audit	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to HR audit
7	Human Resource Audit Report a. HR Audit Report – purpose b. Report Design – Preparation of report c. Use of HR Audit report for business improvement	Case Study/ Role-play/ Drama/ Group Discussion	Learning to prepare HR Audit Report
8	Recent Advancements in Human Resource Audit and Accounting	Case Study/ Role-play/ Drama/ Group Discussion	Exploring recent advancements in Human Resource Audit and Accounting
9	Case Studies and Presentations	Case Study/ Role-play/ Drama/ Group Discussion	

Text books

1	Personnel & Human Resource Management – P. Subba Rao.

Reference books

1	Human Resource and Audit – T.V.Rao
2	Human Resource System – T.V.Rao & Udai Pareek

Assessment

Internal	40%
Semester end	60%

Semester	:	**III - Elective**			
Title of the Subject / course	:	**Employee Relations and Labour Laws and Alternate Dispute Resolution**			
Course Code	:				
Credits	**:**	**4**	**Duration in Hrs**	**:**	**40**

Learning Objectives

1	Understanding Nature and Importance of IR
2	To understand Conflict preventing & resolution methods under IR
3	Discussing practical cases in IR
4	New trends in IR and future of IR

Module

Sr. No.	Content	Activity	Learning outcomes
1	**History & Growth of IR in India** • Pre independence • Post independence. • Post Liberalization. • India & ILO		Discuss the history of the IR movement and growth in India
2	**IR issues in Organizations** • IR Definitions • Different approaches to IR: a) Functional approach b) Systems approach & Dunlop's Contribution c) Oxford Model d) HR approach e) Comprehensive IR model of internalist & externalist approach		Discuss various definitions of IR & IR approaches with their advantages and disadvantages
3	**Prevention Machinery of Conflict in IR** • Issues & Levels of conflict in IR, The State & Industrial Relations Policy, Tripartite & Bipartite Bodies, Ethical Codes & IR, • Industrial Employment (Standing Orders) Act,1946, Model Grievance Procedure & Disciplinary Proceedings • Overview of Trade Union Movement, Union Politics, Difference between Trade union registration & recognition. Trade Union Registration Act 1926. Union	Case Studies	Understanding the genesis of conflict in IR and various methods prevent the same.

	recognition under MRTUP&PULP & Code of Discipline • Conditions for effective Collective Bargaining and process of CB.		
4	**Conflict Settlement Machinery in IR - II** • Industrial Dispute Act – 1947 • Alternate Dispute Resolution (ADR) a) What is It? b) Discuss cases using ADR to settle cross cultural, environment, healthcare business disputes c) ADR Clause Drafting	Cases Studies	Understanding various methods to solve the conflict. Drafting simple settlement agreements and discuss issues related to enforceability of agreements
5	**Labor Welfare** • Labor Welfare- a) Concept of Labor Welfare b)Approaches to Labor Welfare c) Statutory and Non-Statutory Welfare • Workers Participation in Management- a) Experiences of Germany, France & Britain. b)Indian experience, Suggestion schemes, Kaizen, Quality circles, TQM,ISO, Productivity Bargaining	Case Studies	To highlight the importance of Labor welfare & workers participation in management and how can it help for smooth industrial relations
6	**New trends in IR & Future of IR in India 2020** • The changing demographics of Indian Industry, manufacturing to service sector, from formal to informal, digitization etc. • Expected changes in the dynamics of IR in this changed Industry model • Ways to cope up with these problems • Collaboration a new outlook to IR	Guest Lecture	This chapter is expected to be thought completely with practical examples of companies. No particular book required for the same
7	Internal Assessments		
8	Revision		

Text and Reference books

1	Mamoria, C. B. & Mamoria, S. Dynamics of Industrial Relations in India. Himalaya Publishing House
2	Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
3	Mamoria, C. B., Mamoria, S. & S. V. Gankar. Dynamics of Industrial Relations in India. Himalaya Publishing House
4	Venkata Ratnam, C. S. Industrial Relations. Oxford University Press
5	Industrial Relations – Late C.S Venkata Ratnam – Oxford Publications
6	Industrial Relations, Trade Unions and Labour Legislation – P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar – Pearson Publications
7	Alternative Methods of Dispute Resolution By Martin A. Frey
8	ADR principles and practice By Henry J. Brown
9	Getting to Yes: Negotiating Agreement Without Giving In By Roger Fisher and William Ury
10	Dispute resolution : negotiation, mediation, arbitration, and other processes By Stephen B. Goldberg,
11	Sharma, A. M. Industrial Relations: Aspects of Labour Welfare & and Social Security. Himalaya Publishing House
12	Sharma, A. M. Industrial Relations: Industrial Jurisprudence and Labour Legislation. Himalaya Publishing House

Assessment

Internal	40%
Semester end	60%

Programme - Masters in Management Studies

Semester - III

OPERATIONS (CORE)

Semester	**:**	**III Core**			
Title of the Subject / course	**:**	**Supply Chain Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	Familiarize with the basic concepts of Logistics Management in relation to Inbound Logistics, Process Logistics, and Outbound Logistics phases of business.
2	To explore the major elements of supply chain and expose to leading edge thinking on supply chain strategy, Designing supply chain, customer satisfaction; inventory management; risk management, alliances, issues and challenges, performance measurement.
Prerequisites if any	
Connections with Subjects in the current or Future courses	International Logistics

Module

S No	Content	Activity	Learning outcomes
1	**Understanding the supply chain** What is a supply chain? Decision phases in a supply chain. Evolution of SCM, SCM integration, Linkages and Decisions in SCM. Difference of Supply Chains in Product (Mfg.) Industry and Service-based Industry. Supply Chain and Demand chain, Value creation. Delivery and Value addition through supply chain. Process view of a supply chain. The importance of supply chain flows. Competitive Supply Chain Strategies. Achieving strategic fit.	Lecture and discussion.	Understanding of Supply chain
2	**Logistics** Competitive advantage and three C, Competitive advantage through logistics. Logistics-A system concept, Customer value chain, Logistics functions. Logistics Mission, Objectives, Goals, Decisions. Reverse Logistics.	Lecture and discussion.	Understanding of Logistics concept
3	**Warehousing and Distribution** Role of warehouse in Logistics,	Lecture and discussion.	Understanding of Warehousing function

S No	Content	Activity	Learning outcomes
	Warehousing functions, Types of warehouses Warehouse site selection, Layout design, Warehouse Decision model. Warehouse automation, strategies, performance, costing. Distribution, Role, Importance, Levels, Channels, Structure, Functions. Channel partners, functions, Tasks, Flows, Strategy. Free trade zones and special economic zones.		and distribution channel
4	**Order Processing and Logistics Information system** Order Preparation, Transmittal, Order entry, Order filling, Order status reporting Industrial order processing and Retail order processing. Web based order processing. Processing priorities.	Lecture and discussion.	Understanding of Warehouse process and logistics information system
5	**Performance Measurement and Controls in Supply Chain Management** Pre- transaction, Transaction, Post-transaction elements, Service attributes Value added customer service, Importance of Logistics Customer service Sales and Service relationship, Cost and Service relationship. Objective, Levels, Parameters of performance measures- Cycle time, Fill Rate. Inventory Turnover, On-time Shipping and Delivery, Perfect Order, Stock out. Transportation measurements, Customer perception measure, Audit. Gap Analysis Concept of Benchmarking Benchmarking for Best Practices SCOR and DCOR	Lecture and discussion.	Understanding of customer service and performance measurement
6	**Transportation** Infrastructure, road, rail, air water, pipeline. Freight Management, Freight cost. Transportation Network Route planning, Containerization, Packing. Effective / Cost Optimizing Distribution strategies- Direct shipment, Cross-docking, Milk run, transshipment.	Lecture and discussion.	Understanding of Transportation modes

S No	Content	Activity	Learning outcomes
7	**Designing Logistics and distribution network in a supply chain** **Applications to Online Sales** **Network Design in the SC** **t**he role of distribution in the supply chain. Importance of Smart Transportation Distribution Center Concept , Modern DC's , Robotics Usage for pick and pack Factors influencing distribution network design. **Supply Chain Integration** Design option for a distribution network. Distribution network in practice.	Lecture and discussion.	Understanding various distribution networks
8	**The value of Information** Bullwhip effect. Effective forecasts. Information for the coordination of systems. Collaborative Planning Forecasting Replenishment (CPRF) concept. Locating desired products. Lead time reduction. Information and supply chain trade-off. Designing the supply chain for conflicting goals. **Inventory Management and Risk pooling, Logistics Information system** Function, OMS, WMS, TMS. Internal Operations – Input, Database management, Output	Lecture and discussion.	Understanding importance of information in supply chain.
9	**Strategic Alliances** A framework for strategic alliances. Third party / fourth party logistics. What are 3PL/4PL, Advantages and disadvantages of 3PL, 3PL issues and requirements? Retailer supplier partnership. Types of RSP, Requirements of RSP Inventory ownership in RSP, Issues and steps in RSP implementation Advantages and disadvantages of RSP. Distribution Integration Types of and issues in Distribution integration. **Customer Value**	Lecture and discussion.	Understanding of various outsourcing activities and RSP
10	**E-procurement and outsourcing** Outsourcing benefits and risks. A framework for Buy/Make decisions E-procurement. A framework of E-	Lecture and discussion.	Understanding procurement through Internet and impact.

S No	Content	Activity	Learning outcomes
	procurement. Impact of Internet on supply chain strategies (E-business).		
11	**Designing Global Supply Chain Networks** Global market / Technological/ Cost/ Political and Economic Forces. Risks and advantages of international supply chain. International versus Regional products. Local autonomy versus central control. Regional differences in Logistics- Cultural differences/ infrastructure/ performance expectation and evaluation Information systems availability, human resources. Global business logistics.	Lecture and discussion.	Understanding various international issues and challenges
12	**Performance Measurement and Controls in Supply Chain Management** Measurement of a Robust Supply Chain. Cost / Quality / Service Measurement Introduction and concept of Benchmarking. Gap Analysis. Key actions in benchmarking for best practices. Overview of Supply Chain Operations Reference (SCOR) Modeling. Balance scorecard for SCM. **Lean Manufacturing and Mass Customisation**	Lecture and discussion.	Understanding various performance measurements tools in supply chain.
13	**Ethical issues in SCM** Supply chain vulnerability. Conformance to applicable laws such as Contract and commercial laws, Trade regulation, government procurement regulations, patents Copyrights, trademark laws, transportation and logistics laws and regulations Environmental laws. International practices. Confidentiality and proprietary information.	Lecture and discussion.	Understanding various ethics, Rules and regulations in supply chain.
14	**Current Trends in Supply Chain** Goldratt Supply Chains Sustainable Supply Chain Resilient supply chains Green Supply chain Lean supply chain	Lecture and discussion.	Understanding recent trends in supply chain.

Text books		
1	Supply Chain Management - Strategy, Planning and Operation	Sunil Chopra and Peter Meindl
2	Supply Chain Management by	Simchi Levi

Reference books		
1	Logistics Management	V.V.Sople
2	Supply Chian Management	V.V.Sople
3	Business Logistics	Ronald H.Ballou
4	Logistics and Supply Chain Management	Martin Christopher
6	Designing & Managing the supply chain	David, Philip Kminsky

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III Core**			
Title of the Subject / course	**:**	**Operations Analytics**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand basic aspects of analytics and evaluation
2	To learn various analytical techniques applied in complex real life situations
3	To be able to scale up an academic model to workable practical model by carrying the process of analytical framework.

Prerequisites if any	Operations Management, Operations Research, Statistics for Management,
Connections with Subjects in the current or Future courses	Supply Chain Management, MRPC, Materials Management.

Module

Sr. No.	Content	Activity	Learning outcomes
1	Gaining data insights and Predictive Analytics Introduction to analytics, Demand analytics-qualitative forecasting	Lecture, examples on excel, cases	Understand Forecasting and predictions
2	Demand analytics –quantitative forecasting ,Moving average, exponential smoothing, trend, regression adjusted with seasonality, double exponential smoothing, optimum values of period of MA & smoothing constant	Lecture, examples on spread sheets, cases	Understand and use various techniques for demand forecasting
3	Measures of accuracy in forecasting in terms of MAD,MSE,MAPE & tracking signal	Lecture, examples on spread sheets, cases	To evaluate the appropriateness of the projective technique
4	Service analytics in waiting line, single & multiserver, use of simulation and customer service efficiency, cost optimization	Lecture, examples on spread sheets, cases	To understand service efficiency analysis
5	Service analytics in Retail, stocking policy and impact of stock-out, use of simulation, service efficiency,& cost optimization	Lecture, examples on spread sheets, cases	To know management of service operations in Retail
6	Supply Chain Analytics: Supply Chain Metrics, Decision areas in SCM Procurement, Manufacturing, Distribution, Logistic s, Global	Lecture, examples on spread sheets, cases	To identify the supply chain related measurement
7	Supply chain analytics, Risk & performance indices wrt cost, capacity,	Lecture, examples on	To understand and list the risk and

Sr. No.	Content	Activity	Learning outcomes
	quality, logistics & distribution etc	spread sheets, cases	performance of supply chain
8	Types of Reports: Summary Reporting, Detailed, Functional, Multi-view, Drill Down, Utility View, Process View	Lecture, examples on spread sheets, cases	To know the reporting of the analytics
9	Performance Metrics: Inventory, Fulfillment, Alerts, and Flagging etc. Dash Board Designing, Balanced Scorecard: Kaplan and Norton Framework, Strategy Map, Scorecard Design	Lecture, examples on spread sheets, cases	To understand performance metrics in various cases

Text books		
1	Business Analytics: Practitioner's Guide	Rahul Saxena and Anand Srinivasan
2		

Reference books		
1	Business Analytics- An Introduction	Jay Leibowitz
2		

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III Core**			
Title of the Subject / course	**:**	**Service Operations Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	Understanding various types of Service Industry
2	Site selection for service location
3	Role of Operations for Profitability in Service industry
4	Inventory management in Service industry
5	Basics of Outsourcing/Offshoring in Services

Prerequisites if any	Operations Management Operations Research Statistics for Business
Connections with Subjects in the current or Future courses	Materials Management, Supply Chain Management

Module

Sr. No.	Content	Activity	Learning outcomes
1	**Services:** a) Introduction b) Characteristics of Services, c) Importance of Service Sector,	Lecture with discussion	Better understanding of services
2	Classification of services a) Classification framework, b) Service Delivery System – Process Flow Diagrams, blue printing c) Process Simulation	Lecture with discussion	Understanding of workflow of Services
3	Site Selection for Services: a) Types of Service Firms – b) Demand Sensitive Services, c) Delivered Services, d) Quasi-manufacturing Services,	Lecture with discussion & examples	Understanding complexity of services
4	Site Selection for Services: a) Site Selection for Demand Sensitive Services – Factor Rating, – Regression, –GIS, –Gravity Model of Demand	Developing quantitative models for various situations	Developing quantitative ability for decision making
5	Site Selection for Services: a) Site Selection for Delivered Services – Expected Results, – Mathematical Solution Methods for delivered services,	Developing quantitative models for various situations	Developing quantitative ability for decision making

Sr. No.	Content	Activity	Learning outcomes
6	Site Selection for Services: a) Site Selection for Quasi-Manufacturing Services – Mixed Linear / Integer Programming for Location Selection	Developing quantitative models for various situations	Developing quantitative ability
7	Yield Management: a) Capacity Strategies for Yield Management, b) Overbooking,	Developing quantitative models for various service situations	Understanding Profitability in Service Industry
8	Yield Management: c) Allocating Capacity – Static Methods, –Nested Static Methods, –Dynamic Methods. d) Pricing, e) Implementation issues – Alienating Customers, –Customer Class Cheating, –Employee Empowerment, f) Cost and Implementation Time.	Developing quantitative models for various service situations	Understanding Profitability in Service Industry
9	Inventory Management in Services: a) Services versus Manufacturing Inventory, b) Set Up and Ordering Costs, c) Number of Products, d) Limited Shelf Space, e) Lost Sales versus Back Orders, f) Product Substitution, g) Demand Variance, h) Information Accuracy	Lecture with discussion	Understanding Inventory in Service Industry
10	Inventory Management in Services: a) The Newsvendor Model, b) Multiple Products and Shelf Space Limitations,	Quantitative Models	Inventory control in Service industry
11	Inventory Management in Services: a) Inventory Inaccuracy b) Phantom Stock outs, c) Shrinkage. d) Revenue Sharing, e) Markdown Money,	Lecture with discussion	Inventory control in Service industry
12	Outsourcing: a) Contract risk, b) Outsource Firm Risk	Lecture with discussion	Outsourcing concept in services

Sr. No.	Content	Activity	Learning outcomes
	c) Pricing Risk, d) Competitive Advantage e) Information Privacy Risk, f) Firm Specific Risks		
13	Offshoring : a) Quantifying Offshoring, b) Offshoring and Competitive Capabilities c) Cost Issues d) Non-cost Issues.	Lecture with discussion	Outsourcing concept in services
14	Performance measurement of Service Operations: a)Productivity Measures b)Cost Measures c) SERVQUAL model	Development of measures in the class for various industries	Assessment of Performance of Services

Text books		
1	Successful Service Operations Management	Metters, King-Metters, Pulliman and Walton
2	Operations Management (Theory & Practice	B Mahadevan
Reference books		
1	Service Operations Management - Improving Service delivery	Robert Johnston Graham Clark,
2	Service Operations Management	Fritzsimmons
Assessment		
Internal	40% or 25 %	
Semester end	60% or 75 %	

Semester	**:**	**III Core**			
Title of the Subject / course	**:**	**Manufacturing Resource Planning and control**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand importance of manufacturing resources planning and control to achieve continuous improvement in the better performance.
2	To give knowledge of quantitative methods as well as various tools of resources planning like MRP1,MRP2 & ERP for decision making in operations.

Prerequisites if any	Operations management
Connections with Subjects in the current or Future courses	Materials Management , SCM

Module

	Content	**Activity**	**Learning outcomes**
1	Overview of operations planning & control recent business environment, Challenges in competitive edge.	Lectures	
2	Various Manufacturing resources importance their planning and control. Functions of operation planning and control	Lectures	
3	Hierarchy of production plans overview, linkages to achieve business plans	Lecture	
4	Various models optimization line balancing models. Demand management capacity planning models lay out models.	Lectures, application in the practice	
5	Mater production scheduling module (I) Need objectives functions flow of materials in different manufacturing scenarios	Lectures, case studies, application	
6	MPS module (II) Broader heading, planning horizon time periods, order management, safety and hedges, effect of changing MPS.		
7	Materials requirement planning MRP1 Broader topics: Introduction roles & functions. Independent & dependent demand, Types of Bills of materials, Quantitative problems, MRP as systems.	Lectures application and numerical problems	
8	Capacity Management: Introduction to capacity, capacity management, need capacity planning level visa visca, production planning. 1) Capacity expansion strategies 2) Rough out capacity planning RCCP	Lecture application Numbering Problems.	

	Content	Activity	Learning outcomes
	3) CRP- Capacity requirement Planning 4) Scheduling strategies 5) Production smoothly policies 6) Finite & Infinite loads.		
9	Manufacturing Resource planning MRP II (Module I) : Introduction to MRP II, Roles functions frame work of information flow in MRP II, Relation of MRP II with demand management and capacity management manufacturing calendar.	Lecture and application	
10	MRP II module II: Transition of MRPI to MRPII closed loop MRP, comparison between MRP1 & MRP II benefits.	Lecture and case studies	
11	ERP – Need, function & utility to business ERP-SAP-PPC modules. Reports, Interpretation variance. Analysis – use in decision making.	Lecture and case studies	
12	Case studies & presentation on all above topics.		

Text Books		
1	Production/ Operations Management	Ashwathappa & Shridhar Bhat
2	Operations Management (Theory & Practice)	B. Mahadevan Person publication 2nd edition.
3	Production/ Operations Planning and Control	Stephen Chapman
Reference books		
1	Elements of production planning & control	Samuel Eilon
2	Operations Planning & Control	S.K Mukhopadhaya
3	Manufacturing Planning and Control	Volmann, Berry, Whybark

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III Core**			
Title of the Subject / course	**:**	**Materials Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	Importance of Materials Management w.r.t. Business
2	Learning various aspects of Purchase & warehousing
3	Understanding documents control w.r.t. Material movement
4	Materials planning with quantitative models
5	Financial aspects of Materials Management
6	Importance of Ethics in Materials Management

Prerequisites if any	Operations Management, Operations Research
Connections with Subjects in the current or Future courses	Supply Chain Management, MRPC

Module

Sr. No.	**Content**	**Activity**	**Learning outcomes**
1	Materials Management an overview a) Introduction, b) Importance of Materials Management c) Objectives of Materials Management d) Costs involved in the Management of Materials e) Integrated approach to Materials Management f) Organizing Materials Management. g) Organization based on Commodities/Location/function h) Centralized versus Decentralized materials management.	Lecture	Preparation for the course in respect Operations as well as Organization
2	Materials Planning a) Introduction and factors influencing materials planning b) Techniques of materials planning c) Bill-of-Materials d) Materials Requirement Planning (MRP). e) Past Consumption Analysis Technique	Lecture/ Discussion/ Problems from Industry using computers	Planning with financial perspective Understanding impact of MRP on financial statements
3	Purchasing a) Purchasing principles, policies, procedures and practices b) Objectives, scope, responsibility and limitations c) Sources of supply and Supplier selection.	Lecture/ Industrial examples/ Problems	Overview of Purchasing activities

Sr. No.	Content	Activity	Learning outcomes
	d) Vendor development-evaluation and rating. e) Price forecasting f) Price-cost analysis g) Negotiations h) Reciprocity i) Legal aspects of purchasing j) Purchase orders/ contracts k) Method of buying- under certainty, under risk, and under uncertainty		
4	Purchasing and Procurement Activities under Materials Management. a) Supplier Quality Assurance Programme b) Buyer Supplier Relationship c) Self certified suppliers. d) Elements of procurement cycle.	Lecture/ Examples of supplier audits/ Example of procurement cycle	Detailed understanding of Purchase Process
5	Purchasing of Capital Equipment a) Significant differences b) Considerations in evaluation of bids c) Purchase of used equipment d) Sources of used equipments e) Purchase versus lease. f) Role of Purchasing Committees/ Purchase Managers	Lecture with examples from Industry	Basic understanding of purchase of projects
6	International procurement-Imports. a) International commercial terms. b) Import procedures and documentation. c) Categories of importers. d) Identification of foreign sources. e) Payment terms including Letter of credit. f) Types of L/Cs. g) Custom tariff h) Custom clearance. i) Bill of Lading and other documents	Lecture with display of relevant documents	Basic introduction to imports
7	Classification of Materials a) Introduction and objectives of classification. b) Basis of classification. c) Classification on the basis of nature of materials. d) Classification on the basis of usability of materials. f) Types of inventories.	Lecture with industrial examples/ ABC analysis problem on excel sheet with at least 20 materials	To understand how industry give selective importance to specific materials
8	Materials receipt and Warehousing a) Introduction and functions of	Lecture with development	Understanding the controls over materials

Sr. No.	Content	Activity	Learning outcomes
	scientific store management. b) Types of stores and benefits of scientific storekeeping. c) Store location and layout. d) Typical layout plans e) Storing practices and identification of materials. f) Centralization and Decentralization of stores. g) Preservation of materials h) Issue control.	of relevant documents in the class by students	
9	Codification a) Introduction b) Benefits of codification. c) Stages of scientific codification. d) Systems of codification. e) Colour coding	Lecture with day to day examples from student's presentation	Understanding the impact codification on computerization & decision making
10	Standardization a) Introduction and different levels of standards (BIS,ISI) b) Various Foreign Standards in use in India. c) How is an Indian standard evolved? d) Advantages of Standardization. e) Standardization as a tool for variety reduction f) The Role of Materials Management (Purchase/Stores) in Standardization/ Variety Reduction.	Lecture & student presentation with examples	Importance of standardization
11	Obsolete, Surplus and Scrap Management a) Definition b) Need for Scrap yard c) Identification and control. d) Categorization of obsolete/ surplus. e) Control of scrap/ obsolescence. f) Responsibility for disposal. g) Procedures and documentation for disposal of scrap/ obsolete/ surplus.	Lecture with industrial examples of Issues arising out of scrap	Understanding the processes & financial impacts
12	Stores Accounting and Stock verification a) Costing of Receipt of Materials. b) Costing of Issues to Production. c) Stock verification d) Periodic Verification. e) Perpetual Verification. f) Process of Verification	Lecture with stock taking activity in the class of the class	Learning the industry process & its financial impacts

Sr. No.	Content	Activity	Learning outcomes
13	Ethics in Materials Management a) Importance of Ethics b) Business Ethics c) Ethics in buying d) Code of ethics e) Problems in Ethics f) Backdoor selling	Lecture with examples	Importance of Ethics in Materials Management
14	Material Handling a)20 Principles of Material Handling b)Palletisation c)Containerization d)Transportation Modes / Attributes e)Transportation mix in Economy f)Total cost concept in Material Handling and Transportation	Lecture	Basic introduction to Materials handling

Text books		
1	Purchasing and Materials Management	P.Gopalkrishnan (Tata McGraw Hill, New Delhi).
2	Materials Management –An integrated approach	P.Gopalkrishnan and M. Sundaresan (Prentice-Hall India, New Delhi).
3	Purchasing Management	Datta
4	Purchasing Management	Nair
Reference books		
1	Materials and Logistics Management	Prof. L.C. Jhamb (Everest Publishing House, Pune).
2	Introduction to Materials Management	JR Tony Arnold and Stephan Chapman (Pearson Education, New Delhi) 2004 Fifth Edition.
3	Purchasing and Materials Management	N.K.Nair (Vikas Publishing House, New Delhi).

Assessment	
Internal	40% or 25 %
Semester end	60% or 75 %

Programme - Masters in Management Studies

Semester - III

OPERATIONS (ELECTIVE)

Semester	**:**	**III Electives**			
Title of the Subject / course	**:**	**World Class Manufacturing**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To meet global markets which are more turbulent, dynamic and complex.
2	To understand the relevance of World Class Performance in competitive framework
3	To understand global markets relationship to world class performance
4	To build the framework for world class manufacturing
5	To understand the state Indian manufacturing in relation to world class standards and performance issues
Prerequisites if any	Operations Management,
Connections with Subjects in the current or Future courses	TQM.

Module

Sr. No	**Content**	**Activity**	**Learning outcomes**
1	World class manufacturing and information age. Sub Topics. Emergency of information age. Completing in information age business challenges operating environment of information age Indian global completeness and manufacturing excellent Time based competition, managing knowledge Problems in manufacturing industry co-ordination control Fragmented information infrastructure Understanding, Attribute of world class status.	Lecture Lecture & case studies Discussion in the class from students	
2	Gaining competitive advantage through world class manufacturing. Varies concepts of world class manufacturing What is world class manufacturing Various models of WCM, Various models of WCM or approaches to WCM. Practices of WCM Meaning of WCM supplier, customer	Lecture applications case studies.	

Sr. No	Content	Activity	Learning outcomes
	manufacturer quality in WCM.		
3	Systems & Tools for World Class manufacturing Overview of systems & tools Information management tools Material processing and handling tools. Product, Process design tools Flexible manufacturing systems rapid prototyping Lean Production tools. An assessment Manufacturing systems	Case studies Discussion from group Application in industries	
4	World class manufacturing- The Indian scenario. Competitiveness of Indian manufacturing. Manufacturing performance & Planned strategies of Indian manufacturing. Manufacturing readiness of Indian firms Manufacturing objectives and strategy Use of Management tools and technologies classification by breadth of Information Technology. Infrastructure and depth of manufacturing applications. Strategy for world class status, and information technology. Is India ready for world class manufacturing.	Case studies Discussion from group Application in industries	
5	Leading India towards world class manufacturing Business strategy & global competitiveness. Manufacturing strategies for information age. Developing strategic thinking as world class as STRATEGIC PERSPECTIVE. Issues in strategic planning Barriers to using information technology strategically. World Class Strategic planning and Implementation Need for performance measurement Various methods of measurement Importance of Human diversions in world class- morale and team building.	Case studies Discussion from group Application in industries	
6.	Case studies / Presentations Based on the above topics by students.	Toyota Production System Case	

Text books		
1	World class manufacturing A strategic perspective	B.S Sahay, K.B.C Saxena, Ashish Kumar.

Reference Books		
1	World class manufacturing	K . Shridhar Bhat
2	The Toyota way	Jeffrey K Liker
3	Toyota Production system	Taichi Ohno
4	Kaizen	Masaki Imami
5	Beyond TQM by	Robert L Flood.
6	Out of Crisis	Dr Deming

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III Electives**			
Title of the Subject / course	**:**	**Business Process Re-engineering And Benchmarking**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1	To understand business process reengineering
2	To know the tools and techniques for business process reengineering
3	To understand the importance of Benchmarking the business processes
4	Role of leadership, technology in Business process reengineering

Prerequisites if any	
Connections with Subjects in the current or Future courses	Strategic Operations Management

Module

Sr. No.	Content	Activity	Learning outcomes
1	Business Process Fundamentals Definition of Business Processes Business processes and functional processes Importance of focusing on business processes	Lecture and cases	Understand and know basics of Business process
2	Understanding Business Processes Customer focused analysis of business processes Identifying value adding activities	Lecture and Cases	Understand customer and value addition in Business process
3	Visualizing Business Processes Introduction to flowcharting Types of flowcharts – block diagrams, functional flowchart with time-lines Performance Measurement systems Process characteristics	Exercises for flowcharts	Know logical flows and process component
4	Types of re-engineering Process Improvement with cost reductions Achieving best-in-class with competitive focus Radical change by re-writing the rules	Lecture and cases	Know types
5	Organizing for Process Improvements Setting up teams, choosing team leaders Training teams for process improvements	Lecture, Case, and discussion	To understand implementation process
6	Benchmarking Origins of benchmarking – Xerox approach Definition of benchmarking	Case	To know benchmarking and relevance

Sr. No.	Content	Activity	Learning outcomes
7	Internal benchmarking Benchmarking against the best in the unit Benchmarking against the best in the group	Case, lecture and presentation	To know benchmarking and relevance
8	External benchmarking Benchmarking the best in the industry Benchmarking the best in any industry	Lecture	To understand status in bigger perspective
9	Re-engineering and Information technology Flowcharting information flows Using IT to speed up processes	Lecture and case	To understand integration of technology
10	Organizing for re-engineering Obtaining top management commitment Creating cross-functional teams Supporting teams with resources	Case	To understand role of top management
11	Re-engineering – focus phase Identification of key processes Identification of key people and getting their support Identification of benefits possible and resources required	Lecture Presentation, case	To know how to get the team for BPR and Benchmarking
12	Re-engineering – design phase Selection of processes to be re-engineered Setting time frames, targets	Lecture and case	To understand phases and identification of processes
13	Re-engineering – implementation phase Communicating the benefits for the organization Communicating the benefits for the individuals Monitoring progress Consolidating the gains	Lecture and cases	To identify the benefits and results of BPR and Benchmarking

Text books

1	Re-engineering the Corporation Michael Hammer & James Champy
2	Beyond Re-engineering - Michael Hammer

Reference books

1	Business process Bench marking	Robert C. Camp
2	Process Re-engineering	Lon Roberts
3	Business process Orientation	Kevin Mc Cormack William C Johnson

Assessment

Internal	40%
Semester end	60%

Semester	**:**	**III Electives**			
Title of the Subject / course	**:**	**Technology Management & Manufacturing strategy**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	How technology can be used in a corporate to gain strategic advantage
2	Contribution of Technology in New product development
3	Use of technology in Product design
4	Application of Technology in a manufacturing company
5	How to compete with better Manufacturing strategy
6	Application of JIT, TOC and Customization as tools to compete in a manufacturing organisation

Prerequisites if any	operations management
Connections with Subjects in the current or Future courses	World class manufacturing, TQM, Strategic Operations Management, Project Management

Module

Sr. No.	**Content**	**Activity**	**Learning outcomes**
1	Corporate Strategy and Manufacturing. Pitfalls of functional based strategies. Strategic Integration of manufacturing and marketing. Concept of Order Winners and Qualifiers.	Lecture and Discussion	Alignment of functional strategies with corporate strategy and importance of strategy in customer orientation
2	Technology Management and New Product development (NPD). Corporate Strategy and New Product Development. Organization for NPD.	Lecture and assignment to identify new products in the market and their strategic importance to the respective organisation	Role of Technology in NPD. Strategic importance of NPD
3	Technology management and Idea Generation for NPD. Discovering customer needs. Sources for new product ideas. Market assessment and value analysis. Evaluation of new product ideas.	Lecture and Video on NPD idea generation and assignment on VA and idea generation	Process of NPD. Role of VA in NPD
4	Technology management and NPD project selection. Assessment of product concept. Assessment of competitors. Concept testing. Financial analysis of project.	Lecture and Case study on Financial analysis of project	Criteria for project selection Product concept testing process Project analysis

Sr. No.	Content	Activity	Learning outcomes
5	Technology Management and Product design. Integrated product design. Design for quality using quality function deployment. Design for reliability. Design for manufacturability.	Lecture and Assignment on QFD for different products	How QFD is used for designing new product. Product designing process Importance of designing for reliability and manufacturability
6	Order Winners and Qualifiers. Dimensions of order-winners and qualifiers- manufacturing specific, not manufacturing related. Determining order winners and qualifiers.	Lecture and discussion on distinguishing order winning and order qualifying parameters	Understanding that Order winners and qualifiers are both market-specific and time-specific. They work in different combinations in different ways on different markets and with different customers
7	Process Choice. Business implication of process choice- project, jobbing, Line batch, continuous. Hybrid processes- batch related, Line related. Technology strategy- flexibility, push vs pull, technological opportunities.	Lecture and video of different types of processes and their application	Applications of different types of processes and their advantages and disadvantages Technology strategy in relation to process selection
8	Product profiling and manufacturing. Manufacturing and product life cycle stages. Manufacturing for multiple markets. Manufacturing and incremental marketing changes.	Lecture and discussion on PLC in relation to manufacturing strategy	Relation between PLC and Manufacturing strategy
9	Focused manufacturing and group technology. Principles and concepts. Methodology. Manufacturing infrastructure. Organizational structure- specialists, generalists. Operational control- quality, inventory, manufacturing.	Lecture and discussion	Difference focused manufacturing and group technology Importance of manufacturing infrastructure Significance of Quality Control and inventory control in manufacturing
10	Make or buy. Core elements of the business and strategic considerations. Span of process and product technology. Product volumes, costs. Investment decisions.	Lecture and solving Make or buy problems	Outsourcing as strategic decision Understanding difference between process and product technology and their application in manufacturing strategy
11	Basics of world class manufacturing. General principles. Design principles. Human resource principles.	Lecture and video	Strategic significance of world class manufacturing

Sr. No.	Content	Activity	Learning outcomes
	Quality and process improvement principles. Capacity principles.		
12	Just in time Manufacturing. Principles. Practices. Time-based competition. Time as a competitive weapon. New Product Development and time to market.	Lecture and discussion	Understanding the role of Time as competitive priority
13	Mass Customization. Market trends. Pre-requisites for mass customization. Technologies for mass customization. Theory of constraints(TOC) Basics of TOC. Drum-Buffer- Rope solutions to manufacturing. TOC in project management and supply chain management.	Lecture and assignment of writing a summary of book “The goal” by Goldratt	Mass customization as a tool.Applications of Theory of constraints in operations

Text books		
1	The Goal	Eliyahu M Goldratt

Reference books		
1	Operation Management for competitive advantage	Chase- Jacobs -Acquilano
2	Manufacturing Strategy: Text and Cases. 3rd ed. Boston: Irwin McGraw-Hill, 2000.	Terry Hill

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III Electives**			
Title of the Subject / course	**:**	**Strategic Operations Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	Importance of aligning operations strategy to corporate strategy
2	Development of operations strategy and linking market requirements to operations
3	Implementation of operations strategy
4	Various alternatives available in capacity and manufacturing process decisions
5	Understanding the importance and issues in strategic resource management
6	Role of technology in operations strategy
7	Understanding of application oriented OM tools like Process analysis, project management and ERP systems

Prerequisites if any	Operations Management
Connections with Subjects in the current or Future courses	Technology Management And Manufacturing Strategy, Operations Analytics

Module

Sr No,	**Content**	**Activity**	**Learning outcomes**
1	Introduction: Importance and linkage with corporate strategy, Strategies and values, Competing through operations. Operation strategy in global economy. Strategic alliances and production sharing, fluctuations of international financial conditions and international companies. Changing nature of world business. Quality, customer service and cost challenges and social responsibility, Current perspective- Strategic fit. Strategic Competitive priorities- Cost, Quality,Time, Flexibility	Lecture and discussion	Achieving strategic fit between corporate strategy and operations strategy and global economy, Understanding the competitive priorities
2	A framework for Operations Strategy in Manufacturing, Services. role of manufacturing /operations in business strategy: Value as business concept – strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities – stake holders & strategy	Lecture and discussion	Understanding Value chain concept , core competence and distinctive capabilities
2	Methodology for developing operations strategy :Checking markets, Outcome of market debate- Linking manufacturing to markets- strategic integration- why	Lecture and videos	Developing operations strategy. Understanding strategic issues in

Sr No,	Content	Activity	Learning outcomes
	products sell in the markets- order winners, order qualifiers. Lean systems eliminating waste.		manufacturing. Linkage between manufacturing and marketing
3	DYNAMIC MARKETS & GENERIC STRATEGIES:Technology strategy- issues in new product development -time to market- strategic nature of process- business implication of process choice- Hybrid process. Change management and sustainability.	Lecture and videos	Technology strategy, NPD, Importance of time as competitive priority Various process alternatives
4	OPERATIONS STRATEGY IMPLEMENTATION: Evaluating various tradeoffs alternatives – Focused manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing – Quality as strategic factor	Lecture and assignments	Understanding of trade offs, make or buy decisions, JIT
5	Strategic resource management: Importance, issues involved- organizational issues operational approaches to improving delivery system, controlling operations- key performance indicator, PQCDSM(Productivity, Quality, Cost, Delivery time, Safety, Morale)	Lecture and Case study	
6	Role of technology in operations strategy: Automated production system with robotic systems. Use of IT and ITES enabling the effective strategy and resource implementation. ERP for decision making	Lecture and assignments	Understanding application of Technology in operations strategy.

Text book		
1	Chase, Jacobs, Aquilano and Agarwal, TMGH, 13th Edition	Operations Management for competitive advantage

Reference books		
1	Samson & Singh, Cambridge	Operations Management
2	Norman Gaither, Greg Frazier, Cengage Learning, India Ed.	Operations Management
3	Terry Hill 3ed. Palgrave Macmillan	Manufacturing Operations Strategy: Texts and Cases

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III Electives**			
Title of the Subject / course	**:**	**Industrial Engineering Applications and Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand industrial engg fundamentals in relation to production and manufacturing
2	To understand the framework of industrial engineering and its applications
3	Understand applications in service as well as manufacturing domains
4	Developing insights to manage methods and processes for an organization
5	To understand optimal utilization of resources without capital investment

Prerequisites if any	Operations Management
Connections with Subjects in the current or Future courses	Material Management, Manufacturing Resource Planning and Control

Module			
	Content	**Activity**	**Learning outcomes**
1	Introduction to industrial engg., scope and importance to improve productivity	Lecture	To know the fundamentals and scope of Industrial engineering
2	Industrial engg. Definitions and applications	Lecture & cases	To know the fundamentals and scope of Industrial engineering
3	ILO framework for industrial engg. Standards	Lecture	TO know and understand the framework internationally
4	Approach to productivity in service and manufacturing domains	Lecture and cases	To differentiate the productivity in manufacturing and service sectors
5	Overview of work study and measurement	Lecture and cases	To know how to perform Work study and measurement
6	Pre determined methods & time systems (PMTS) & application of low cost automation.	Lecture & Cases	To understand the measurements, time and cost implications
7	P,Q,R,S,T concepts in plant / shop layouts and selection of materials handling equipment and storage systems	Lecture & Cases	To know the layouts and materials handling
8	Organization Methods Applications in office and white collar productivity	Lecture & Cases	TO understand applications in business all over

Text books		
1	Work-study	ILO

Reference books

1	Industrial Engineering Applications and Management	Philip Hicks
2	Handbook of Industrial Engineering & Management	Ireson W. G. and Grand E. L.
3	Quality Detectives	Dr. Gondhalekar & Payal Shetty
4	Mathematical Techniques in Industrial Engineering	Shone K. J.

Assessment

Internal	40%
Semester end	60%

Semester	**:**	**III Electives**			
Title of the Subject / course	**:**	**Total Quality Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1	Know concept of Total Quality management
2	Know the tools for quality control and management
3	Understand relation of cost and value to business

Prerequisites if any	
Connections with Subjects in the current or Future courses	Productivity Management, Industrial Engineering Applications And Management, Operations Applications And Case Studies, World Class Manufacturing

Module

Sr. No.	Content	Activity	Learning outcomes
1	Introduction and evolution of quality movement	Lecture and case analysis	Understand concept of quality
2	Contributions of Shewhart, Deming, Juran, Feigenbaum, Crosby	Lecture and case analysis	To know and appreciate the development of quality movement
3	Contributions of Japanese pioneers Ishikawa, Taguchi, Taichi Ohno, Shigeo Shingo	Lecture and case analysis	To know and appreciate the development of quality movement
4	Statistical quality control basics	Lecture and case analysis	To understand the statistical techniques and tools for quality control
5	Basics of sampling & reliability	Lecture and case analysis	To know the methodology of sampling
6	Quality tools and techniques (Basic and advanced tools)	Lecture and case analysis , numerical	To understand techniques and tools for quality control
7	Quality Improvement and Total Employee Involvement	Lecture and case analysis	To understand role of employee and their involvement
8	JIT manufacturing and Lean manufacturing through waste elimination	Lecture and case analysis	To know Just In Time and Lean Manufacturing
9	Six Sigma tools, quality circles	Lecture and case analysis	To understand role and functioning of quality circles
10	Statistical Process control, process capability studies	Lecture and case analysis, numerical	To know how to measure the process capabilities
11	Cost of quality – Juran / crossby	Lecture and case analysis	To understand the relation of Cost and Quality

Sr. No.	Content	Activity	Learning outcomes
12	CMM / PCMM , Latest ISO, Overview of international Quality framework	Lecture and case analysis	To know different frameworks for achieving international standards

Text books

1	Total Quality Management	Dale H Besterfield, Carol Besterfield, Mary Besterfield, Sacre Glen Hhe
2	Quality Management Total Quality Management	Dr Vikram Sharma
3	Total Quality Management	Poornima M Charantimath

Reference books

1	TQM in this Service	R.P.Murthy, R.R.Lakhe
2	Total Quality	Institute of Directors
3	100 TQM Tools	Mike Asher, Gopal Kanji
4	Beyond TQM	R.L.Flood

Assessment

Internal	40%
Semester end	60%

Semester	**:**	**III Electives**			
Title of the Subject / course	**:**	**International Logistics**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	Develop knowledge about international logistics and understand role of various players like logistics firms, Companies, governments, physical flow of goods, physical facilities and more importantly sources of information for international logistics.

Prerequisites if any	Logistics and Supply chain
Connections with Subjects in the current or Future courses	

Module

	Content	**Activity**	**Learning outcomes**
1	**Introduction** International Trade Volume. Historical Development of International Logistics International Logistics Definition and Components. The Economic Importance of International Logistics.	Lecture and discussion.	Understanding of International logistics
2	**Methods of Entry into Foreign Markets.** Indirect Exporting, Active Exporting. Production Abroad-Contract, Licensing, Franchising, Joint Venture, Subsidiary. Foreign Trade Zones, Maquiladoras, Foreign Corrupt Practices Act.	Lecture and discussion.	Understanding of Exports
3	**International Contracts** International Sales Contracts and CISG. Agency versus Distribution Legal Issues. Elements of an Agency or Distributor Contract. Termination and Arbitration.	Lecture and discussion.	Understanding of International contracts
4	**Terms of Trade or Incoterms** Understanding Incoterms,Incoterm Strategy,Ex-Works,Free Carrier. FAS,FOB,CFR,CIF,CPT,CIP,DES,DEQ,DAF, DDU,DDP. Electronic Data Interchange.	Lecture and discussion.	Understanding of various Incoterms
5	**Terms of Payment** Introduction,Alternative Terms of Payment,Cash in Advance. Open Account, Letter of Credit, Documentary Collection. Purchasing Cards-Procurement Cards,Tradecard.Bank Guarantees.	Lecture and discussion.	Understanding of various payment methods

	Content	Activity	Learning outcomes
6	**Currency of Payment - (Managing Transaction Risks)** Sales Contracts' Currency of Quote,the System of Currency Exchange Rates. Theories of Exchange Rate Determinations,Exchange Rate Forecasting. Managing Transaction Exposure,International Banking Institutions.	Lecture and discussion.	Understanding of importance of currency
7	**International Commercial Documents** Invoices,Export Documents,Import Documents. Transportation Documents,Electronic Data Interchange.	Lecture and discussion.	Understanding of various international commercial documents
8	**International Insurance - Insurance Glossary**. Perils of the Sea,Perils Associated with Air Shipments. Insurable Interest. Risk Management,Marine Insurance Policies, Coverage under a Marine Cargo. Elements of an Airfreight Policy.Lloyd's-Principles,Commercial Credit Insurance.	Lecture and discussion.	Understanding of Importance of Insurance.
9	**International Ocean Transportation** Types of Service, Size of vessels,Types of Vessels. Flag,Conferences,Liability Conventions, Non-Vessel-Operating Common Carriers.	Lecture and discussion.	Understanding of Ocean Transportation
10	**International Air Transportation** Types of Aircrafts, International Regulations.	Lecture and discussion.	Understanding of Air transportation
11	**International Land and Multi-Modal Transportation** Truck Transportation, Rail Transportation. Intermodal Transportation. Freight Forwarders, Project Cargo, Alternative Means of Transportation.	Lecture and discussion.	Understanding of multimodal Transportation
12	**Packaging for Export** Introduction. Packaging Objectives,Ocean Cargo.Air Transport. Road and Rail Transport, Security. Hazardous Cargo, Refrigerated Goods. Domestic Packaging Issues.	Lecture and discussion.	Understanding of Packing used in Import-Export
13	**Customs Clearance** Duty,Non-Tariff Barriers.Customs Clearing Process. Foreign Trade Zones.	Lecture and discussion.	Understanding of custom clearance process
14	**International Logistics Infrastructure** Transportation Infrastructure,Communication Infrastructure,Utilities Infrastructure.	Lecture and discussion.	Understanding of Logistics infrastructure

Text books		
1	International Logistics	Pierre David
2	Global Supply Chain Management and International Logistics	Alan E.Branch
3	Logistics in International Business	Rajiv Aserkar
4	Global Logistics and Supply chain Management	John Morgan, Chandra Lalwani

Reference books		
1	International Logistics by Pierre David – PUBLISHED BY Bizantra	
2	Logistics in International Business By Rajiv Aserkar Shroff Publishers	

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III Electives**			
Title of the Subject / course	**:**	**Quantitative models in Operations**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand the various advance techniques of Operations Research
2	To be able to apply the above techniques for industrial applications
3	To be able to develop an art of model building to real life situation

Prerequisites if any	
Connections with Subjects in the current or Future courses	Operations Management, Operations Research

Module

Sr. no.	**Content**	**Activity**	**Learning outcomes**
1	Transshipment, Capacitated transportation, Least time transportation models	Lectures, examples on Spreadsheet, cases	To be able to understand the concepts and apply for large scale industry problems.
2	Advance LP applications in HR scheduling, investment, production planning, marketing	Lectures, examples on Spreadsheet, cases	
3	Inventory models, EBQ, EOQ under shortages and constraints, MPBS,MRP-I & II	Lectures, examples on Spreadsheet, cases	
4	Aggregate planning, level-chase-modified level & optimum strategy	Lectures, examples on Spreadsheet, cases	
5	Goal Programming formulation, Applications in investment, production, services	Lectures, examples on Spreadsheet, cases	
6	Markovian models, Applications for brand switching, debt recovery, recruitment	Lectures, examples on Spreadsheet, cases	
7	Dynamic programming and applications	Lectures, examples on Spreadsheet, cases	
8	Multi-server waiting line models & applications, Use of simulation in waiting line	Lectures, examples on Spreadsheet, cases	

Text Book	
1 N D Vohra	Quantitative techniques in Management
2 V K Kapoor	Quantitative techniques in Management

Reference books		
1	Management Science	Anderson Sweeney williams
2	H Taha	Operations Research
3	B Banerjee	Quantitative methods in OR

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III Electives**			
Title of the Subject / course	**:**	**Productivity Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand importance, scope and application of productivity
2	To understand linkage of productivity concept from individual, department wise & functional areas, sectors of economy, national and international economy.
3	Various approaches, measurement of productivity planning & conditions improvement as one of the competitive dimension in any business.
4	Productivity as a system approach.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

	Content	**Activity**	**Learning outcomes**
1	Concept of productivity application in manufacturing and service industries and different functional areas.	Lecture	
2	**Measurement of productivity.** Understanding improvement cycle importance of measurement like partial total factor multifactor and their applications for analysis measurement of resource production.	Lecture & application analysis	Use in decision making using calculations
3	Various models of productivity 1. Sumanths total productivity model 2. Sumanths five pronged model 3. American productivity model 4. Sink Multi factor model 5. Application by numerical.	Lecture and case studies	Using in different situation
4	Various Approaches to production. 1. Classic ILO approach 2. Kaizen/TQC approach 3. Elimination 3 MV approach 4. Participative/ Involvement 5. Creativity based	Lecture and case studies	Using in practical scenario
5	Application of new/old techniques lectures of productivity improvement & application in all area of management. 1. JIT & Lean type of production system 2. MRPI & MRPII, ERP.	Lectures & Application	

	3. TQM ISO quality systems. 4. B.P.R		
6	Learning curves. Concept, application, Quantitative, estimation, limitation	Lecture and case studies	
7	Incentives 1. Financial 2. Non financial 3. Various incentive schemes based on the group, profit sharing systems 4. Result oriented schemes 5. Calculation of incentive index	Lecture and numerical	
8	Work study 1. Method study 2. Motion & Time study 3. Works measurement 4. Objectives, method, application	Lectures & Application	
9	Value analysis & Value Engineering. 1. Concept 2. Difference 3. Procedure used 4. Importance in today's business environment 5. Various application functional areas for product process and system.		
10	People/ Enrolment/ Participation 1. Quality circles 2. Group kaizen 3. Suggestion schemes 4. Suggestion schemes 5. Small group involvement		
11	Recent production improvement techniques & applications. Use of various ratios to determine improvement in productivity.		
12	Creative based techniques 1. Brain storming 2. Whole brain thinking 3. Nominal group 4. Use in creative problem solving with practical application	Lecture role play	
13	Ergonomics 1. Concept design of work place to suit human being use of anthropometric data principles of motion economy effect of environment of productivity 2. Design of work stations use in connection with process observation. 3. Concept of muri (non value adding strin & its limitation	Lectures & Application	

Text books		
1	Productivity Technique	Dr Uday Salunkhe & Dr Srinivas Gondhalekar
2	TQM	Shridhar Bhat
3	Productivity Technique	Shirke

Reference books		
1	Work Study	ILO

Assessment	
Internal	40%
Semester end	60%

Programme - Masters in Management Studies
Semester - III
MARKETING (CORE)

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Sales Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1. To understand function of sales and its importance
2. To comprehend the art of managing the sales force
3. To motivate and manage sales force effectively
4. To develop critical thinking skills and situational leaderships
5. To learn the art of solving problems related to sales process on the field

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No	Content	Activity*	Learning Outcomes
1	Introduction to sales organisation and types of sales force. Importance of sales management in any business organisation.	Lecture and discussion	Familiarising the student with the sales management function
2	Sales Organisation Structures, both B2B, B2C	Lecture/ Case Study	Deeper understanding about sales organisations across sectors.
3	Selling skills; Negotiation skills for services sales as against physical good sales, Sales dyads , Decision Making Units (DMUs),	Role play / observation and debriefing by faculty bringing conceptual clarity.	The students will develop an appreciation of negotiations & sales of services and physical goods
4	Sales process – sales approach, demonstration & closure, Personal selling, Applications of AIDA Model in sales.	Lecture And role play, debriefing by faculty bringing conceptual clarity.	Familiarising the students with techniques of sales process
5	Territory and time management, route planning, scheduling customer visits. Manpower planning- Recruitment, Selection, Training and development of sales personnel.	Lecture/ Role Play, debriefing by faculty bringing conceptual clarity.	Identify right attitude and skills for sales force. Developing an understanding of Territory Management.
6	Planning & forecasting techniques such as Moving	Lecture and discussion	Learn tools & techniques to set sales targets.

No	Content	Activity*	Learning Outcomes
	Averages, Trend Analysis etc. and target setting (sales budget and quota setting), using software support or Excel.	with use of templates, Also supported by guest faculty from Industry	
7	Sales Administration -Devising sales compensation, incentives, fixed and variable components of compensation, Non –monetary incentives. Performance evaluation of salesmen, setting standards of performance, recording actual performance, evaluation and managing sales meetings	Lecture/ Case Study / Role play	The student will learn how to motivated sales team and how compensation is linked to sales force performance and retention. To develop an understanding of the Art of positive evaluation
8	Sales force management during different phases which includes motivation during bad times (positive reinforcement), planning sales contests.	Lecture/ Case Study / referrals to research papers.	Developing skills to effectively manage sales force.
9	Field sales control - Sales reporting system which includes weekly, monthly, quarterly reports and interpretation of the data for future action plans, sales analysis and marketing cost analysis, sales audit, managing outstanding.	Lecture / Discussion/ Field trip	Understanding the relationships between the present sales & future plans of the organisation as well as an appreciation of costs.
10	Importance of Distribution and Logistics Management in relation to Sales Management, Understanding lead time and delivery schedule etc.	Lecture and Discussion	Learning to calculate delivery schedules.

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Sales Management, Still, Cundiff & Govani, Prentice Hall India
2	Professional Sales Management, Anderson, Hair & Bush , Tata McGraw Hill
3	Management of sales force, Stanton & Spiro Mc Graw Hill International
4	Sales Management , Futrell 6th edition Thomson South western
5	Sales and Distribution Management , S L Gupta, Excel Books India
6	Text Book on Sales Management , Dr. R.K. Srivastava, Excel Books India

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Marketing Strategy**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1. To understand and predict changes in the macroeconomic environment and its impact on marketing programmes
2. To develop an ability to respond rapidly to changes driven by consumer behaviours / new technologies etc.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No	Content	Activity*	Learning Outcomes
1.	Introduction to Marketing strategy - Concept, Principles, Understanding of Strategy & Tactics	Lecture	Understanding the basics of Marketing strategy and tactics
2	New Product Development process • SWOT analysis, PARTS framework and design of the demand landscape • Commercialization of innovation through alliances • Challenges during the technology adoption life cycle	Lecture / Case studies / discussion	To Understand the strategic aspects of New Product Development & Commercialization
3	Marketing Intelligence • Understanding information needs for market Research • Assessment of key marketing metrics – Return on Marketing Investment; Market share and payback period; Net Promoter score; Customer satisfaction and share of wallet; Brand awareness/ preference; purchase intentions; Average Unit retail price, percentage sales on deals; All commodity volume; Inventory turns, same store sales, Cannibalization	Case studies discussions , Videos (TED Talks),Referrals to Research papers	To understand and apply various matrices to evaluate marketing programmes
3	Product and Brand Policy • Product Policy decisions – Line and Mix decisions • Managing across the product life cycle from pre-launch, pruning and withdrawal from the market • Lead users and role in product design	Lecture/Cases /Simulations	Understanding issues in formulating product and brand policies

No	Content	Activity*	Learning Outcomes
	• Brand Culture – Aligning with organizational culture		
4	Pricing Policy • Pricing strategies – Types of pricing strategies: Cost-plus, Perceived value, etc. • Price band – Types and width of price bands and its management • Using promotions as a lever to manage the price band	Lecture/Cases	To understand levers to manage prices.
5	Marketing Plan • Situation Analysis – 5C's analysis (customer/competitor/collaborator/company/context); • Forecasting societal changes based on PEST analysis • Preparing and Presenting the Marketing plan	Cases and Field Assignments	Formulating a Marketing Plan.
6	Channel Policy • Designing the length, breadth, and modifying the dimensions of the channel • Need for control and availability of resources and role in channel design • Channel selection strategy – direct, corporate, contractual systems • Omni-channels • Channel conflicts and resolution	Lectures/Cases/Games (Beer Games)	Understanding the issues in the design and management of channels

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Marketing Strategy, Walker Mullins Boyd & Larreche, Tata McGraw-Hill
2	Marketing Strategy, Luck & Ferrell, Southwestern
3	Marketing Strategy, Stephen Schnaars, Free Press
4	Marketing Metrics, Reibstein , Farris , Bendle, Pfeifer, Pearson
5	Strategic Marketing, Dr.Shahjahan
6	New Product Policy & Plans , Yoram Wind
7	Lead Users, Eric Von Hippel

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Consumer Behaviour**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives:

1. An understanding of the pre and post purchase consumer behaviour.
2. To develop conceptual insights into key aspects such as social, psychological and other factors that influence consumer behaviour.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No	Particular	Activity*	Learning Objectives
1	Consumer Behaviour: Introduction, definition and impact of digital revolution and importance to marketing.	Interactive Lecture	To understand 1. Concept of consumer behaviour, Role and importance of consumer behaviour to a marketer 2. How consumer behaviour has changed due to digital revolution
2	Models of consumer behaviour and their marketing implications: The economic model, Learning model, Psychoanalytic model, sociological model, Howard Seth Model of buying behaviour, The Nicosia Model, The Engel-Kollat-Blackwell Model, Decision Making Model	Lecture	To understand models of consumer behaviour
3	Motivation: Definition, types of motives, (Positive and Negative Goal, negative goal, Rational versus Emotional Motives), Discovering Purchase Motives Theories of motivation, Maslow's hierarchy of needs and its relevance to consumer behaviour and marketing strategy; the physiology of technology on consumer behaviour.	Interactive Lecture, Case study and consumer survey	To understand the psychological and physiological aspects of consumer behaviour

Sr. No	Particular	Activity*	Learning Objectives
4	Absolute and differential thresh hold, Internal and external factors affecting perception, Gestalt Psychology, subliminal perception, Consumer Imagery, Zaltman metaphors to understand attitude towards products	Interactive Lecture, Quiz and consumer survey	Marketing applications of consumer perception theory.
5	Learning and Information Processing and its impact on behaviour.	Interactive Lecture, and consumer survey	To understand consumer learning processes and its impact on consumer behaviour
6	Attitudes: Concepts and Models- Cognitive Dissonance, Tri-component Theory, Multi attribute model, Attitude and market segmentation, product development strategies and attitude change strategies.	Interactive Lecture, Case study	To understand the various models pertaining to consumer attitudes and their impact on marketing
7	Personality: Meaning, nature, definition and characteristics, Theories of Personality (Freudian theory, Trait Theory, Jungian Theory) Self-image and self-concept, VALS model and segmentation, Personality and consumer behaviour.	Interactive Lecture, Case study and consumer survey	To understand the development of personalities through different theories
8	Social Class: concept of social class, homogeneity of needs in social class, social class stratification in India New SEC/ NCAER, classification of the society, Influence of social class on purchase behaviour.	Interactive Lecture/Cases /McKinsey Global Institute Reports (The Bird of Gold)	To understand the consumption behaviour of social classes.
9	**Group Behaviour**: Reference Groups and its influence on consumption, Diffusion of innovation process, Consumer Adoption of new products, Impact of social media on formulating opinions on products and brands. **Family**: Role of family in decision making and consumption process.	Interactive Lecture, and quiz/referrals to research papers	To understand the influence of groups and families on the diffusion of innovation and adoption of new products.

Sr. No	Particular	Activity*	Learning Objectives
10	**Culture and Subcultures**: Understanding the influence of culture, norms and their role, traditions and value system, Indian core values, cultural aspects of emerging Indian markets.	Interactive Lecture, and Case discussions	To understand impact of cultures and values on Indian consumer.
11	**Post purchase behaviour**: Post purchase evaluation and disposition towards the product, Post purchase satisfaction measures	Interactive Lecture, cases and consumer surveys.	To understand issues in Post purchase decisions
12	**Organization buying process:** Nested segmentation, Role & Power of Buying centres (Initiators, Influencers, Deciders, Buyer & Gatekeepers). Buying decisions based on ABC / VED / FSND analysis.	Interactive Lecture/Cases	Understanding the B2B buying process

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain including consumer research methods and reports wherever applicable.

Recommended Books

1	Consumer Behaviour, Schiffman & Kanuk and S Ramesh Kumar,10th edition Prentice Hall India.
2	Consumer Behaviour, Loudon & Della Bitta, 14th edition Tata McGraw Hill
3	Consumer Behaviour in Indian Perspective- Text and Cases, Suja R. Nair, Himalaya Publication House.
4	Consumer Behaviour Building Marketing Strategy, Hawkinds David Mothersbaug & Amit Mookerjee, 11 th edition, McGraw Hill International edition.
5	Consumer Behaviour Text & Cases, Satish Batra & S.H.H.Kazmi
6	Marketing Models , Gary L.Lilien, Kotler, Moorthy, Eastern Economy Edition

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Services Marketing**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning objectives

1	To familiarize students to basic concepts and decision making processes involved in Services Management
2	To help students to understand application of these concepts to various industries in service sector

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No	**Content**	**Activity***	**Learning Outcome**
1	Introduction – Difference between Products & services, Key characteristics of services	Lecture	Students will be able to understand Fundamentals of services
2	Consumer Behaviour in Services	Lecture	Students will be able to understand Consumer Behaviour in Service industry
3	Services Marketing Mix decisions- 7Ps, SERVQUAL model	Case / Lecture / Assignment / Field survey	Students will be able to understand Gaps in service delivery
4	Managing Demand, capacity & service assets	Class Room Teaching, Case Study Discussion	Students will be able to understand how to forecast demand, Planning delivery and capacity by using service assets of an organization
5	Managing Customer Relationships- CRM as a tool for customer satisfaction and retention, service blueprints – moments of truth, Leaking bucket theory	Lecture / Case Study Discussion	Students will be able to understand use of CRM in customer satisfaction and retention
6	Complaint handling , Service Failure & Service Recovery	Lecture / Case Study Discussion, Role Play	Students will be able to understand how to use complaints as an opportunity for service recovery and enhance customer loyalty
7	Improving Service Quality ,	Lecture /	Students will be able to

Sr. No	Content	Activity*	Learning Outcome
	Service Marketing triangle, Fishbone Diagram	Case Study Discussion, Role Play	understand how Companies align internal capabilities to deliver external promises for customer loyalty
8	New developments in service marketing –Peer to Peer sharing (Airbnb , Uber , Ola)	Presentation from Students and evaluation on the basis of topic clarity	Students will be prepare for service sector by evaluating, giving feedback on their presentation for service sector organizations

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Services Marketing International Edition –Zeithamal V., M. J. Bitner and D.Gremeler
2	Services Marketing – Text and Cases – Rajendra Nargundkar, 2nd Edition by McGraw-Hill Companies
3	Services Marketing by Lovelock, Wirtz & Chatterjee 7 edition
4	Services Marketing, Indian Edition By Valarie A Zeithmal, Dwayne D Gremler, Mary Jo Bitner, Ajay Pandit

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Core**			
Title of the Subject / course	**:**	**Product and Brand Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1. To expose and sensitize the students with the practices of product and brand management.
2. To understand the key issues in Product and Brand Management

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No	Content	Activity*	Learning Outcomes	No of Session (3 Hrs)
1	Introduction to Product Management, Role and Functions of Product Managers	Lecture and discussion	Understanding the functions of Product Management	1
2	Product Mix and SBU Strategies, Portfolio analysis (BCG / GE Multifactor Matrix)	Lecture	Understanding the portfolio analysis and tools.	2
3	Product Decisions over the PLC	Lecture/Case Study discussion	Understanding the relationship between Product strategy and PLC	1
4	New Product Development Process	Lecture/Project-Assignment/Case study discussion	Understanding NPD process	2
5	Financial Decision on the PLC using Polly and Cook Model	Lecture	Understanding the Financial Implications across PLC	1
6	Introduction to Brand Management- Branded House Vs House of Brands, Corporate Brand.	Lecture/Case study and discussion.	Understanding the fundamentals of Brand Management	2
7	Brand prism by Kapferer Model, Brand Anatomy.	Lecture/ Case Study	Understanding Brand development process	1
8	Branding Decisions- Line Extensions, Category Extension	Lecture/ Case Study and discussion	Understanding Branding Decisions	2

No	Content	Activity*	Learning Outcomes	No of Session (3 Hrs)
9	Brand Equity – Concept and measure	Lecture	Understanding Brand Equity and its measure	1

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Strategic Brand Management by Kevin Lane Keller, M G Parameswaran, Isaac Jacob, Pearson
2	Brand Management by David Aaker, Tat McGraw Hill
3	Brand Management-Indian Perspective by YLR Murthy, Vikas Publishing

Assessment

Internal	40%
Semester-end	60%

Programme - Masters in Management Studies
Semester - III
MARKETING (ELECTIVES)

Semester	**:**	**III-Elective**			
Title of the Subject / course	**:**	**Retail Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives:

1 To develop the analytical ability of the students to attain an insight into Retail Management contexts

2 To Understand the techniques for optimal utilization of resources

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	**Content**	**Activity***	**Learning Outcomes**
1.	**An Introduction to Retailing:** Factors Influencing Retailing, Basic Retail Models, Modern Retail format & Retailing in rural India	Lecture / Field visits	To Understand basics of Retailing
2.	**Strategic Planning in Retailing:** Setting up Retail organization, Site analysis**,** Store Design / Layout, Cost & inventory control, Designing an information system for retail, Store based Strategy Mix, Store branding and Promotions	Lecture / Field visits	Understanding the Key elements in Retail planning process
3.	**Retail Formats :** Types, E-tailing, Ownership structures	Lecture / Projects	Understanding Different Retail formats
4.	**Retail Supply Chain :** Issues in managing supply chains Networks, Demand Forecasting, sourcing & vendor selection, Overall Inventory Management	Lecture / Cases	Understanding issues in supply chain
5	**Store Operations** Store Atmosphere, In-store service, Visual Merchandising, Store-wise inventory Management	Lecture / Site Visit	Understanding the customer experience and engagement
6	**Identifying and Understanding Consumers:** Trade area analysis- Huff Model, Radial studies, Gravity Models, & Drive-time analysis.	Lecture / Cases	Understanding market segmentation

Sr. No.	Content	Activity*	Learning Outcomes
	Segmentation of consumers, Consumer perception and Behaviour & Shopping culture		
7	**Pricing in Retailing :**Types of Pricing, Decoy Pricing, Bundle Pricing, EDLP, High-low Pricing, Loss leader pricing, Dynamic Pricing	Case Study Discussion	Understanding Pricing strategy
8	**Web-based Retailing :** Technological Aspects, Economics of platforms challenges in managing platforms	Cases (Suggested Amazon, Flipkart etc.)	Understanding Web-based retailing
9	**Retail HRM :** Identifying Manpower requirements, Recruitments, Selection & training	Lecture	

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1.	Retail Management – Chetan Bajaj; Rajnish Tuli; Nidhi Varma - Oxford
2.	Fundamentals Of Retailing - K. V. S. Madaan -Tata McGraw-Hill Education
3.	Retail Management: A Strategic Approach, - Berman - Pearson Education India
4.	Retailing Management - Swapna Pradhan - Tata McGraw-Hill Education
5.	Marketing Your Retail Store in the Internet Age - Bob Negen, Susan Negen Wiley
6.	Retail Marketing and New Retail Idea - Marks & Spencer - Sven Hallbauer - GRIN Verlag
7.	International Retail Marketing: A Case Study Approach - Margaret Bruce, Christopher Moore, Grete Birtwistle - Elsevier Butterworth-Heinemann,
8.	Strategic Retail Management: Text and International Cases - Joachim Zentes, Dirk Morschett, Hanna Schramm-Klein - Springer Science & Business Media

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Elective**			
Title of the Subject / course	**:**	**Rural Marketing**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning objectives:

1 To develop an understanding of the rural economy of India
2 To develop a marketing program for rural consumers

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No	Content	Activity*	Learning Outcome
1	Introduction to Rural Marketing – Demographics and psychographics of rural India, Land use patterns, Health care, etc.	Lecture	An overview of rural India
2	Rural Environment – Socio Economic, Cultural and Political Aspects, SHG, Microfinance, NABARD, RRBs, State cooperative banks Governmental Development Programmes, Mahatma Gandhi National Rural Employment Guarantee Act (MN REGA)	Lecture / Case Studies / Articles	Analyse rural India and drivers of rural demand
3	Rural Consumer Behaviour : Characteristics of rural consumer, Factors affecting rural consumer behaviour	Lecture	Understanding how rural consumers behave and what factors affect their behaviour
4	'4As of rural marketing-mix'	Lecture	Understanding the 4P's in rural context
5	Rural Distribution: Challenges & Opportunities	Lecture / Case studies	Understanding the issues related to rural distribution
6	Communication in Rural India	Lecture / Case studies	Enable students to appreciate the various media for reaching rural
7	Marketing of Agri Input and Rural Produce & Services Marketing (Agricultural & Non-agricultural)	Lecture / Case studies	Understanding marketing of rural oriented products g & services
8	Proliferation of technology in Rural India	Lecture / Case studies	Understanding the scope of technological application in rural India
9	Social Entrepreneurship – Opportunities & Challenges	Lecture / Case studies	Understanding the scope of Social Entrepreneurship in rural India

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Pradeep Kashyap, (2007) : IInd Edition, The Rural Marketing Text Book
2	Ravindranath V. Badi & Narayansa V. Badi (2014) IIIrd Edition , Rural Marketing Text Book; HPH

Note: A credit based project to visit rural India and learn the various aspects covered in the classroom course thereby making students to experience it in the rural environment.

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Elective**			
Title of the Subject / course	**:**	**Marketing Analytics**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning objectives:

1 To develop an understanding of the rural economy of India
2 To develop a marketing program for rural consumers

Prerequisites, if any

Knowledge of Specific Skills	**MS Excel**
Software Platforms	**SPSS, Tableau, SAS, R (at least one or similar)**
Expertise required	**The institute would need the services of industry experts as they would have access to database.**

Module

No	**Contents**	**Activity (only a guideline and not exhaustive)**	**Learning Outcome**
	Unit I (30% weightage)		
1	Pricing, Breakeven and Margin Analysis, Demand Estimates, Marketing Budget and Marketing Performance Measure, Marketing Metrics and its application	Case study/Projects	The students learn and understands how to work out pricing, breakeven analysis, and framing of marketing budgets.
2	Financial Implications of various Marketing Strategies	Problems	To understand the financial implications of various marketing strategies through examples.
3	Cross Tabulation, Chi square Test, T Test, ANOVA (F Test), Simple and Multiple Regression	Recap	Recap for students who are assumed to be already familiar with these techniques.
4	Financial Feasibility analysis using NPV method, Customer Life time Value (CLTV)	Case Study/real time projects	To analyse the financial feasibility of a project. The students will be able to calculate the CLTV measure based on specific inputs.

No	Contents	Activity (only a guideline and not exhaustive)	Learning Outcome
	Unit II (40% weightage)		
5	Descriptive Analytics a. Geographical Mapping. b. Data Exploration. c. Market Basket Analysis	Case Study/real time projects	To understand how external data sources are used on top of internal data sources to derive better insights. The students will learn how data exploration is used in real world problem solving. The students will be able to understand the application of Market Basket Analysis from the analytics view point.
6	Forecast Analysis a.Moving Averages b.Time Series Forecasting Using Linear Regression	Case Study/real time problem solving	To understand moving averages method and apply with the purpose of forecasting.
7	Predictive Analytics Model for Marketing a.Clustering models (segments) b.Propensity models (predictions)	Case Study, Industry data	The student will understand and apply specific statistical and regression analysis methods to identify new trends and patterns, uncover relationships, create forecasts, predict likelihoods, and test predictive hypotheses. Understand clustering models, product based and brand based clustering. Understanding propensity model.
8	Social Media Marketing Analytics a. Data mining methods b. Analyses for websites, search engine results, and social media, e.g., Twitter, Facebook, and blogs. (Audience size, Reach & Engagement, Traffic, Community responsiveness)	Case Study, Problems/As per requirement	Understanding of the Complete dynamics of analytics in the digital technology and social media landscape. Learning the business/economic aspects of social media analytics and its application in the real world marketing scenarios.
9	Digital Analytics/ Google Analytics a. App usage , App revenue, retention, churn analysis b. Mobile Analytics (Example- Amazon Mobile Analytics)	Case Study, Problems/As per requirement	Student will learn to understand and control his on line campaign spend and performance. Student will learn how to track numbers and sources of mobile app customer acquisition, retention, referrals.

No	Contents	Activity (only a guideline and not exhaustive)	Learning Outcome
	Unit III (30% weightage)		
10	Conjoint Analysis	SPSS/As per requirement	Students will learn the need for conjoint analysis and their applications in designing of a new product or service.
11	Factor Analysis	SPSS/As per requirement	Students will understand the concept of factor analysis, different methods of factor analysis and the interpretation of factor solutions with emphasis on exploratory factor analysis , confirmatory factor analysis and structural equation modelling
12	Cluster Analysis	SPSS/As per requirement	Students will understand the need for cluster analysis, how to retain the correct number of clusters and interpret cluster solutions.
13	Discriminant Analysis and Multi-Dimensional Scaling	SPSS/As per requirement	Students will learn the different types of input to create perceptual maps and pat worth utilities and the interpretation the solution of discriminant analysis and MDS for business applications.

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable

Recommended Books

1	Marketing Analytics: Strategic Models and Metrics by Stephan Sorger, Admiral Press.
2	Marketing Analytics: Data-Driven Techniques with Microsoft Excel by Wayne L. Winston, Wiley
3	Marketing Metrics - Manager's Guide to Measuring Marketing Performance by Neil T Bendle, Paul Farris, Philip E Pfeifer, David J Reibstein, Pearson Education

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Elective**			
Title of the Subject / course	**:**	**Digital Marketing**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives:

1. To understand the new media, Different types, their strengths and the way customer interacts with new / digital media.
2. To develop the skills to strategize and execute campaigns on new / digital media

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No	Content	Activity*	Learning Outcomes
1	Introduction to digital marketing – types of digital media, industry trends, Indian media spends, comparison with traditional media	Lecture, industry reports	To understand the growing importance of digital media in comparison with traditional media
2	Customer consumption trends of digital media Role of digital media in consumer decision making process Behavioural and Contextual targeting	Lecture/ Case Study	To understand how consumers interact with digital media and use the same for marketing strategies
3	Search Engine Optimization (SEO) • Need for SEO • Strategies • Method • Integration with Google Analytics, analysis of reports and metrics	Lecture, Case Study and practical demonstration of creating SEO friendly content.	Familiarizing the students with techniques of SEO and metrics important for a website through Google Analytics
4	Search Engine Marketing (SEM) • Importance and need • Campaign strategy • Identifying keywords and their configurations • Creating AdWords campaigns • Assess campaign using AdWords analytics reports	Lecture & practical demonstration of AdWords Campaign	Appreciate the search engine advertising and learn to make strategies for effective campaign. Understand the various metrics important for SEM campaign
5	Social Media Marketing • Introduction & comparison of various Social Media (including subscriber base, features, popularity etc.)	Lecture & practical demonstration of Campaign on Facebook / LinkedIn /	To be able to build brand preference, generate leads and aggregate audience on Social Media and increase audience engagement. Understanding Social media

No	Content	Activity*	Learning Outcomes
	• Social Media Marketing strategies – with examples/ cases • Content Strategy for various social media • Creating Campaign on Social media (Facebook) • Assessment of campaign using Facebook analytics	Twitter / Instagram / Snapchat etc.	analytics and make relevant strategies
6	Display advertising Video advertising - types and their effectiveness Blog marketing	Lecture/ Case Study/ Videos	To be able to use display advertisement, blogs and YouTube in overall marketing strategy
7	Pricing Models • Cost per Click (CPC) • Cost per thousand Impression (CPM) • Cost per acquisition (CPA) • Relevance of each in different situations • Prevention of click frauds	Lecture/ Case Study	Students will understand the different pricing options, and their use in given scenario
8	Email Marketing • Trends, types, Challenges • Planning & designing campaign • Assess effectiveness of the campaign using various metrics	Lecture/ Case Study	To deliver relevant marketing communication to targeted audience in most creative way. Apply learnt skills n effectively building users list, deliver email and generate relevant clicks
9	Mobile Marketing • Market size, growth etc. • Applications • Coupons • Gamification • Mobile wallets • QR codes • USSD • SMS	Lecture/ Case Study/ Videos	Strategizing marketing through smart devices. Learn app- based marketing, QR codes, Location based Marketing, SMS marketing and effective use of mobile wallet ecosystem
10	E-commerce • Understand trends and profile of e-commerce players • Use of e-tailers for promotion and distribution of brands • Strategies used by E-commerce players	Lecture/ Case Study/ Videos	

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	The Art of Digital Marketing – Ian Dodson – Wiley Publication
2	Digital Marketing – Vandana Ahuja – Oxford Publication
3	Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation – Damian Ryan – Kogan Page
4	Digital Marketing: Strategy, Implementation & Practice – Dave Chaffey & Fiona Ellis-Chadwick
5	Convert! Designing Websites For traffics and Conversions – Ben Hunt
6	The Social Media Bible: Tactics, Tools & Strategies for Business Success – Lon Safko
7	Global Content Marketing – Pam Didne
8	The Power of Visual Storytelling – Ekaterina walter
9	Digital Marketing – Dr. Hari Krishna Maram

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Elective**			
Title of the Subject / course	**:**	**Customer Relationship Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives:

1. To provide insights into CRM concepts and its applications in maximising customer lifetime value.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No	Content	Activity*	Learning Outcomes
1	Introduction to CRM, Levels of CRM, CRM and its integration processes in organisation.	Lecture / Discussions	Familiarising the students with the concept of CRM
2	Know your customer in terms of target group, Voice of customer, Customer Care, Customer Value, Customer Touch Points, Customer Portfolio Analysis.	Lecture and Discussions using Case Studies	Deeper understanding on "Who the Customer is"
3	Customer life cycle and customer life time value, Recency, Frequency, Monetary analysis	Lectures/ Case Study	Measuring Customers and identifying profitable customers
4	Importance of Customer Acquisition and Retention by Loyalty programs, impact of churn-rate and profitability, Loyalty ladder.	Lecture, Case Study and Assignments	To appreciate the Importance of acquiring and retaining customers.
5	Relationship marketing, building brands using relationship marketing.	Lecture and Case Study	To understand relationship marketing and Its role in brand building.
6	CRM in B2B and B2C markets considering requirements in service and manufacturing sectors.	Lecture and Case Studies	To understand CRM in different Sectors
7	CRM Implementation road map, Operational Issues.	Lectures	To understand implementation issues and road map
8	eCRM, Meaning, Essence, Difference with CRM, eCRM Process, Implementing and Integration with other processes, Steps in E CRM process.	Lecture and Case discussions	Understanding eCRM process.
9	Technology, Modules and Sub modules of a CRM software, Cloud Technology (SAAS, PAAS etc), Virtual Technology.	Lecture	To develop conceptual knowledge of technological tools used in CRM.

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable

Recommended Books

1	CRM Hand Book A Business Guide to Customer Relationship Management 1st Edition by Jill Dyché Addison- Wesley
2	Customer Relationship Management: A Strategic Perspective,G. Shainesh, Jagdish N Sheth, Macmillan
3	CRM, Urvashi Makkar & Harinder Kumar Makkar, Tata Mc Graw Hill Education Private Ltd
4	CRM Concepts and Cases second edition, Alok Kumar Rai, PHI
5	Implementing SAPCRM The Guide for Business and Technology Manager, Vivek Kale, CRC Press

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Elective**			
Title of the Subject / course	**:**	**Marketing Research & Analysis**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1	This course is designed to acquaint students with the marketing research process, applications and statistical tools & techniques
2	This course will help students explore different approaches of Marketing research and acquaint them with contemporary marketing research practices.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No	Content	Activity*	Learning outcomes
1	Introduction to Marketing Research. Need & Scope of Marketing Research. Structure of Marketing Research studies. The Marketing Research Process.	Lecture	To understand the purpose of marketing research. To describe a marketing information system and explain how it differs from marketing research. Be familiar with various stages of the marketing research process.
2	Qualitative Analysis - Brainstorming, Focus Groups, In-Depth Interviews, Projective Techniques, Attitude and motivation research, Concept under tests.	Lecture	Understand the fundamentals of Qualitative research.
3	Primary Research - Various aspects such as scales, questionnaire design, sampling frame & technique Secondary Research – Secondary and Standardized sources of Marketing Data Primary & Secondary sources of Secondary Data Analysis	Lecture/Assignment (Primary Research- Developing questionnaire & pilot testing Secondary research – Literature review and make a summary)	Recap of understanding which the students gained in Business Research Methods

Sr. No	Content	Activity*	Learning outcomes
4	Market segmentation, Positioning Research, Product/Price/Promotion/Distribution research, Sales Promotion Research Campaign Tracking Research	Lecture/Case study	Understand the process of marketing mix research
5	Advertising Research, Concepts of copy testing and ad tracking, Ad recall, Ad Comprehension, Stages involved in Advertising research, Types of advertising media research- Print, Out-door, TV/Cinema, Mobile outdoor media,	Lecture	Understand the various aspects of Advertising research.
6	Brand research - Brand Equity Research Brand Valuation Research Corporate Image Measurement Research	Lecture / Discussion/Learning support by industry expert.	Understand the applications of brand research
7	Understanding and Application of Tools used for Marketing Analysis a. Forecasting Models b. Discriminant Analysis c. Logistic Regression d. Cluster Analysis e. Multidimensional Scaling f. Conjoint Analysis	Lectures with SPSS	Understand the application of statistical tools and techniques to marketing problems using SPSS.(Techniques like regression analysis, factor analysis are already covered in business research methods)

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable

Recommended Books

1	Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
2	Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
3	Marketing Research – Sunanda Easwaran and Sharmila J Singh – Oxford Publications Marketing Research – Nigel Bradley – Oxford Publications
4.	Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
5.	Marketing Research – Zikmund & Babin – Cengage Learning
6	Marketing Research – Aaker, Kumar, Day (9th edition John Wiley & Sons)

7	Marketing Research – Burns , Alvin, Bush, Ronald (5th edition Prentice Hall)
8	Marketing Research – An Applied Orientation – Naresh K Malhotra – Pearson Publications
9	Marketing Research for managers -3rd Edition by Sunny Crounch & Mathew Housden - A Butterworth-Heinemann Title
10	Marketing Research (Macmillan) - Rajendra Nargundkar

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Elective**			
Title of the Subject / course	**:**	**Event Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning objectives:

1 To familiarize students the basic concepts and decision making processes involved in Event Management

2 To develop the conceptual & management skills at various levels in the area of overall event management; which will enable students to analyze, develop, conceptualize and formulate strategies in marketing of events

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No.	Content	Activity*	Learning Outcome
1	**Introduction** of Event Management concepts, Advantages, Types of events, Role of events in business promotion; MICE elements	Lectures	To understand basic concepts of event management
2	**Event Concept & Design –** SWOT analysis, PESTEL Analysis, Elements of event, Establishing viability of the concept, Designing of the event.	Lectures/ Case Study Discussion	Developing a conceptual framework for events.
3	**Event Planning** (operational perspective): Event Objective(s), Theme based event conceptualization, Event proposal, Event protocol, Planning Tools, Legal compliance;	Lectures/ Assignment	To understand various aspects of planning events from the perspective of execution.
4	**Event Financial Planning** – Budgeting, Break-even projection, Contingency fund & Profitability analysis.	Lectures/ Fieldwork/ Assignment	To understand the financial aspects of conducting an event
5	Focus on Standard operating Procedures & Checklists: Venue; Timing; Guest list; Invitations; Venue dressing; Equipment and facilities; Guest of honor; Speakers; Media; Photographers; Podium etc.; Celebrity endorsement; Staff recruitment and training; Catering; Health and safety issues; Insurance; Delegation and vendor management.	Lectures/ Fieldwork	Compliance of requirements for successfully organizing an event.

No.	Content	Activity*	Learning Outcome
6	**Event Marketing:** Characteristics of Event Marketing, Event Sponsorship**.**	Lectures/ Case Study/ Role play	To develop an understanding of event marketing
7	**Event Coordination and Control** - Event Staffing – Recruitment & Selection; Training & briefing; Crowd Management; Operations & Logistics; **Event Evaluation** – Tools, Steps and Reason for event evaluation.	Lectures/ Role Play/ Field visits	To understand how event management companies align their capabilities to deliver customer satisfaction
8	**Trade Fairs -** Objectives, Importance in B2B/B2C marketing, Branding and Communication	Lectures/ Trade fair Visit	Students will get practical exposure to all aspects of trade fair(s)

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable

Recommended Books

1	Event Management - Lynn Van Der Wagen, Brenda R. Carlos [Pearson Education]
2	Event Planning & Management – Diwakar Sharma [deep & Deep Publication Pvt. Ltd.]
3	Event Management – Dr. Ashutosh Chaturvedi [Global india publications Pvt. Ltd.]

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Elective**			
Title of the Subject / course	**:**	**Healthcare Marketing**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning objectives:

1 To understand trends and opportunities in the health care sector

2 Formulate marketing strategy and tactics for the health care sector

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	**Content**	**Activity***	**Learning Outcomes**
1.	Introduction & Scope of Health Care and Wellness Sector in India.	Lecture	To introduce the students to health care sector
2.	Introduction to the Health Care Policy of Government of India - Jan Aushadhi Stores (JAS), NITI Aayog (National Institute for Transforming India) Initiatives, National Dialysis Services Programme Sehat' (Social Endeavour for Health and Telemedicine)	Lecture Project on any one Government Scheme	To sensitize students to Government policies pertaining to health care
3.	Wellness Sector- Overcoming Challenges of different stakeholders (Users, Providers, Government & Educationists)	Lectures/Cases	Understanding the challenges peculiar to wellness sector
4.	Market forces and its effect on the health care and wellness industry- Consumers & Patients (for different segments), Economy & Finance (Affordability and Medical insurance), Information Technology and e-Health (Hospital Information System, E-CRM, Unorganised Health care providers Vs Organised health care providers, Government, Trust and Private health care providers, Government Policies, Workforce beyond doctors,	Lecture/case study	To understand various market forces and its linkages with Healthcare sector
5.	'3 Cs and 4 Ps' for the health care and wellness industry.	Lecture/ Case study	Integration of marketing concepts with health care
6.A	Analysing the customer: (on various parameters like-	Lecture, Project on	Understanding different segments in Healthcare

Sr. No.	Content	Activity*	Learning Outcomes
	Poor Health Status, Younger, Health, conscious, High Income, Corporate etc.	healthcare and wellness needs of any two types of customers	services
6.B	Customer Retention: Service and wellbeing, Loyalty Plans, Membership to wellness and health care plans	Lecture, Study on any loyalty plan of a hospital or wellness provider	Understanding CRM strategies for customer
7	Partnering with Insurance Providers: Role of TPA's, Role of other stake holders in Medical Insurance, Role of Hospital in Insurance supporting, Medical Insurance Providers, Ethics and other issues	Lecture, Guest lecture form health insurance	Understanding the role of IRDA and insurance companies in healthcare sector
8	Importance of Corporate tie-ups for Health Care and wellness providing: Corporates policies on health and wellness , Pricing for Corporates, Mutual benefits to Corporates, Hospitals and Care receivers	Lecture, Visit to a Corporate Hospital	Understanding importance of corporate tie-ups in healthcare sector
9	Role of the General Physician /Family Doctors /Neighbourhood Doctor in referral marketing of healthcare services	Lecture, Project on role of GP/FD in the health care sector of India	

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1. Essentials Of Health Care Marketing- Eric N. Berkowitz - Jones & Bartlett Learning
2. Cases In Health Care Marketing - John L. Fortenberry Jr. - Jones & Bartlett Learning
3. Heath Care Marketing – Tools And Techniques - John L. Fortenberry Jr. -Jones & Bartlett Learning
4. Wellness Management A Lifestyle Approach for Health, Fitness and Energy - Rajasekhar Kali Venkata – Notion press
5. Health Service Marketing – A Practitioners Guide - Richard K. T. - Springer New York

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Elective**			
Title of the Subject / course	**:**	**Distribution and Supply Chain Management (SCM)**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning objectives:

1. To develop an understanding of the role of distribution and supply chain in marketing and its importance in creating value to the customer.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity*	Learning outcomes	No. Session
1	Strategic issues in channel decisions	Lecture and Case Discussion	Understanding the various elements in channel decisions	1
2	Issues in channel design : Resources Vs need for control, types of product, consumer behaviour, modification of channel.	Lecture and Case Discussion	Understanding of channel design	1
3.	Managing channel conflicts – Goal conflict, Role conflict, Communication failure. Building strong brands, demand pull, carrot and stick	Lecture and Case Discussion	To understand Key challenges in managing conflicts	1
4.	Types of channels, Wholesaling, retailing, flows in channels of distribution, distribution analysis and control.	Lecture and Case Discussion	Understanding different kinds of channels and control aspects.	1
5.	Supply chain – Objective, Importance and Process flows, Bull-whip effect.	Lecture and Case Discussion	Understanding basics of supply chain	1
6	Demand forecasting – different methods of forecasting (Time series, moving averages)	Lecture and Case Discussion	To understand how to forecast demand	2
7	Sourcing decisions in supply chain – In house Vs outsourcing decisions,	Lecture and Case Discussion	Understanding negotiations and sourcing decisions	2

Sr. No.	Content	Activity*	Learning outcomes	No. Session
	supplier selection – auction and negotiations			
8	The procurement process, sourcing planning and analysis, benchmarking the supply chain and managing global supply chains	Lecture and Case Discussion	Understanding key issues in managing supply chains.	2
9	Technology and supply chains – 3D printing and its impact, Material sciences (Development of alternate materials)	Lecture		2

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Logistical Management Donald J Bowersox
2	Strategic channel management by Bowersox & Cooper
3	Physical Distribution Management Logistical Approach Dr.K.Khanna
4	Logistics and Supply Chain Management by Martin Christopher, Pearson
5	Sales and Distribution Management by Krishna K Havaldar and Vasant Cavale
6	S. L. Gupta: Sales and Distribution Management, Excel books

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Elective**			
Title of the Subject / course	**:**	**Tourism Marketing**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning objectives:

To understand the application of marketing concepts to the tourism industry.

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity*	Learning Outcomes
1	Introduction to various sectors of the Indian Tourism Industry (Domestic / International tourists) such as medical tourism, pilgrimage, wildlife, Tournaments, etc.	Lectures	To understand the potential of India for domestic and foreign tourists.
2	Segmentation of the tourism market in India and positioning as an attractive destination for Domestic and Foreign tourists	Lectures / Case discussions	To understand the application of STP in tourism marketing
3	Role of Government in tourism marketing. Tourism ecosystem such as trained guides, reliable public transportations, availability of hotel rooms of different categories etc. as the drivers of the tourism industry.	Case study discussions and Field visits	To understand the application of ecosystem concept in tourism marketing
4	Pricing and Promotion strategy : Differentiation on the basis of tour packages, themes, and pricing on perceived value	Lectures and case discussions	To understand the interplay between pricing and the totality of service offerings / value propositions.
5	Channel strategy, various franchisees formats such as B2B, B2C, and C2C. Targeting customers through exhibitions, promotions (offline and online), placement in movies etc.	Lectures / Cases	To understand the role of channels in tourism.

Sr. No.	Content	Activity*	Learning Outcomes
6	A study of some success stories in Indian tourism – Medical tourism, Religious tourism.	Lectures / Cases	To gain lessons from success stories and try to extrapolate them to other sectors in tourism
7	Gap analysis in various sectors of tourism industry SERVQUAL Model	Lecture / Assignment	Understanding Gaps and remedial actions in service quality in the tourism industry.

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Fundamentals of Marketing	Stone, Marilyn A. and Desmond, John. (Routledge)
2	Marketing Management: Planning & Control	Ramaswamy V.S. and Namakumari. S (Macmillan)
3	Tourism Marketing	Chaudhary, M (Oxford University Press)
4	Introduction to Travel and Tourism Marketing	Bennett J. A and Strydom, J.Wilhelm (Juta Education)

Assessment

Internal	40%
Semester-end	60%

Semester	**:**	**III-Elective**			
Title of the Subject / course	**:**	**Marketing of Banking & Financial Services**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning objectives

To develop an understanding into the concept and practices in the BFS industry

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

No	Content	Activity*	Learning Outcomes
1	Introduction : Role of banks, Payment Banks and NBFCs in credit supply to Indian businesses and consumers, Definition and Principles of Insurance	Lecture	To familiarise students with the importance of banking services and NBFCs
2	Types of customers and their accounts, KYC guidelines of the RBI, non-resident accounts, importance of customer service in banks - customer satisfaction and delight	Lecture and case discussions	To understand the role of customer service and satisfaction in the banking industry
3	Changing expectations and perceptions, features of modern banking – emerging trends in banking - e-banking , universal banking, m-banking, payment wallets	Lecture and case discussions	To understand trends in modern banking.
4	Banking products – Wholesale banking, Retail banking – personal/consumer loans, home loans, vehicle loans, educational loans, etc. International banking, bancassurance, credit cards, debit cards, other retail banking products.	Lecture and case discussions	To understand the various banking products
5	CRM in banking services: Loyalty programs, grievance redressal mechanisms, priority banking, technological aspects of banking.	Lecture and case discussions	To understand key aspects of customer loyalty

No	Content	Activity*	Learning Outcomes
6	Marketing of financial services: Special features, service marketing mix, channels for banking services, Role of DSA/DMA in marketing bank products.	Lecture and case discussions	To develop a better understanding of various Financial Services available in India.
7	Regulatory framework in Financial Services: Role of SEBI, RBI,AMFI, IRDA	Lecture and case discussions	Understanding of Compliance issues.
8	Risk Management: Nature of business risks, Types of business risks, Risk mitigation, Role of rating agencies such as CRISIL, CARE, etc.	Lecture and case discussions	Understanding the nature and management of business risks

***Activity:** Teaching-Learning process may combine the use of role plays, audio-visual films/aids, and management exercises with individual student, and or in team considering appropriate cases or case-lets in the field of business domain wherever applicable.

Recommended Books

1	Principles & Practices of Banking – IIBF, Macmillan.
2	Bhalla. V.K. – 'Management of Financial Services' – Anmol, New Delhi.
3	Elements of Banking and Insurance – Jyotsna Sethi, Nishwan Bhatia, PHI Learning.
4	Customer Service & Banking Codes and Standards – IIBF, Taxmann.

Assessment

Internal	40%
Semester-end	60%

Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester IV

Sr. No.	Common subjects
1	Project Management (UA)

FINANCE SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	Commercial Banking
	2	Business Analytics
	3	Venture Capital and Private Equity

SYSTEMS SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	Strategic Information Technology Management
	2	System Applications and Case Study
	3	Managing Technology Business and IT Resource Management

HRM SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	OD and Change Management
	2	Strategic HRM
	3	Management of Corporate Social Responsibility in organizations

OPERATIONS SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	Operations Applications and Cases
	2	Strategic Sourcing in Supply Management
	3	Operations Outsourcing & Offshoring

Proposed Revision for MMS Syllabus wef AY 2016-17 (Batch 2016-18)

Semester IV

Sr. No.	Common subjects
1	Project Management (UA)

MARKETING SPECIALIZATION

	Sr. No.	Electives (Any 1)
Final Project (300 Marks)	1	Integrated Marketing Communications
	2	Business to Business Marketing
	3	International Marketing
	4	Trends in Marketing

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER IV (CBGS)
With effect from Academic year 2016-17

FINANCE

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	Project Management (UA)	27	2	40 IA	60 UA	100	3	4
2	Final Project - 3 nos	-	-	-	-	-	-	
	General Management	-	-	-	-	100	-	4
	Functional Specialisation	-	-	-	-	100	-	4
	Social Relevance	-	-	-	-	100	-	4

1 ELECTIVES OUT OF 3								
1	Commercial Banking	27	2	40 IA	60 IA	100	3	4
2	Business Analytics	27	2	40 IA	60 IA	100	3	4
3	Venture Capital and Private Equity	27	2	40 IA	60 IA	100	3	4
Total No of Credits								**20**

UA: University Assessment **IA: Internal Assessment**

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER IV (CBGS)
With effect from Academic year 2016-17

SYSTEMS

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	Project Management (UA)	27	2	40 IA	60 UA	100	3	4
2	Final Project - 3 nos	-	-	-	-	-	-	-
	General Management	-	-	-	-	100	-	4
	Functional Specialisation	-	-	-	-	100	-	4
	Social Relevance	-	-	-	-	100	-	4

1 ELECTIVES OUT OF 3								
1	Strategic Information Technology Management	27	2	40 IA	60 IA	100	3	4
2	System Applications and Case Study	27	2	40 IA	60 IA	100	3	4
3	Managing Technology Business and IT Resource Management	27	2	40 IA	60 IA	100	3	4
Total No of Credits								**20**

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER IV (CBGS)
With effect from Academic year 2016-17

HRM

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	Project Management (UA)	27	2	40 IA	60 UA	100	3	4
2	Final Project - 3 nos	-	-	-	-	100	-	
	General Management	-	-	-	-	100	-	4
	Functional Specialisation	-	-	-	-	100	-	4
	Social Relevance	-	-	-	-	100	-	4

1 ELECTIVES OUT OF 3								
1	OD and Change Management	27	2	40 IA	60 IA	100	3	4
2	Strategic HRM	27	2	40 IA	60 IA	100	3	4
3	Management of Corporate Social Responsibility in organizations	27	2	40 IA	60 IA	100	3	4
Total No of Credits								**20**

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER IV (CBGS)
With effect from Academic year 2016-17

OPERATIONS

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	Project Management (UA)	27	2	40 IA	60 UA	100	3	4
2	Final Project - 3 nos	-	-	-	-	100	-	
	General Management	-	-	-	-	100	-	4
	Functional Specialisation	-	-	-	-	100	-	4
	Social Relevance	-	-	-	-	100	-	4

1 ELECTIVES OUT OF 3								
1	Operations Applications and Cases	27	2	40 IA	60 IA	100	3	4
2	Strategic Sourcing in Supply Management	27	2	40 IA	60 IA	100	3	4
3	Operations Outsourcing & Offshoring	27	2	40 IA	60 IA	100	3	4
Total No of Credits								**20**

UNIVERSITY OF MUMBAI, MUMBAI
Masters in Management Studies - SEMESTER IV (CBGS)
With effect from Academic year 2016-17

MRKETING

CORE								
Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (In hours)	No of Credits
1	Project Management (UA)	27	2	40 IA	60 UA	100	3	4
2	Final Project - 3 nos	-	-	-	-	100	-	
	General Management	-	-	-	-	100	-	4
	Functional Specialisation	-	-	-	-	100	-	4
	Social Relevance	-	-	-	-	100	-	4

1 ELECTIVES OUT OF 3								
1	Integrated Marketing Communications	27	2	40 IA	60 IA	100	3	4
2	Business to Business Marketing	27	2	40 IA	60 IA	100	3	4
3	International Marketing	27	2	40 IA	60 IA	100	3	4
4	Trends in Marketing	27	2	40 IA	60 IA	100	3	4
Total No of Credits								**20**

Programme - Masters in Management Studies
Semester - IV
COMMON SUBJECT

Semester	**:**	**IV Core**			
Title of the Subject / Course	**:**	Project Management			
Course Code	**:**				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objectives

1	To introduce students of Management to concepts of Project
2	To apply and evaluate success parameters of cost ,time and quality in project management
3	To apply various techniques as cpm/pert/earned value analysis and projected financial statements
4	To enable student to conceive an idea, evaluate it's feasibility and make it workable.

Prerequisites if any	Finance Management(Capital budgeting, cost of capital,sources of finance), Business Statistics, HRM, Operations Research
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Overview of Project Management: Concepts and attributes of Project, Project lifecycle and stake holders, Project Organization, WBS, Scope and priorities, Project Identification, Market feasibility with Moving Average and Exponential smoothing methods, Techno-economic feasibility, Government policy to location, legal aspects, Preparation of DPR	Numerical examples and lectures	6 hrs Introduce concepts of basics of project management, Evaluate new project proposals, prepare detailed project report.
2	Project Planning : Time and cost estimates with AON and AOA conventions, Budget estimates, Network analysis, Float analysis, crashing concepts	Numerical examples and lectures	9 hrs Understand network diagram, critical path, concepts of crashing network.
3	Project scheduling and Risk Management: Gantt chart, splitting and multitasking ,Risks in time estimates, PERT analysis	Numerical examples and lectures	6 hrs Define risks in project management, make resource charts, find probability of completion of project.

Sr. No.	Content	Activity	Learning outcomes
4	Project Organization : Role and responsibilities of Project Manager, Team development model, sources of conflicts, conflict resolution	Lectures	3 hrs understand organization structure, flow of authority and responsibility
5	Earned value analysis : 'S' curve, Cost and schedule performance indices using network, Revised estimates of cost and time	Numerical examples and lectures	3 hrs Understand concepts of earned value, prepare revised estimates of cost and time.
6	Financial analysis: Profitability analysis ,Using NPV, IRR, Payback and discounted Payback period, PI. Preparation of projected statements of Income-expenditure and balance-sheet	Numerical examples and lectures	6 hr Evaluate project Financially, make projected statements of proposal
7	Computer applications and Softwares for Project Management	Demonstration lectures	3 hr introduce student to different softwares.
8	Project Management Cases	cases, presentation	4 hr apply all above principles To cases, students Presentations.

Text books

1	Project Planning estimation and assessment by Prasanna Chandra
2	Project Management : The Managerial Process by Gray and Larson 3E Tata McGraw-Hill
3	Quantitative Techniques in Management by N D Vohra

Reference books

1	Project Management Managerial Emphasis by Meredith and Mantel

Assessment

Internal	40%
Semester end	60%

Programme - Masters in Management Studies

Semester - IV

FINANCE (ELECTIVES)

Semester	**:**	**IV – Elective**			
Title of the Subject / course	**:**	**Commercial Banking**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objective

1.	To understand the concepts and fundamentals of Commercial Banking,
2.	To understand the Structure and growth of banking and various services rendered through commercial banks.

Prerequisites if any	Financial Management and Financial Markets and Institutions, Investment Banking and BSFI.
Connections with Subjects in the current or future courses	

Module

Sr. No.	Content	Activity	Learning Outcome
1.	**Introduction to Commercial Banking** Banking structure, growth/history of Indian banking, banking sector reforms.	Lecture and discussion	Knowledge and understanding of the history of Indian banking, banking sector reforms and related areas
2.	**Banking Operations** Retail liabilities, retails assets, KYC, ALM and preventive vigilance.	Lecture and discussion	Understand basic schemes of deposit and credit, dangers of money laundering and usefulness of preventive vigilance
3.	**Banking products** Fund based and fee based, term loan/working capital, appraisal process.	Lecture and discussion	Understand types of credits - term loan and working capital and how to appraise a credit proposal
4.	**Legal Aspects of Banking** Negotiable Instrument Act, Banking Regulation Act and RBI circulars.	Lecture and discussion	To understand important banking laws
5.	**Rural Banking** India's agrarian sector and banking, regional rural banks, priority sector and micro-finance differentiated banks, financial inclusion.	Lecture and discussion	Understand measures taken towards financing priority sector schemes

Sr. No.	Content	Activity	Learning Outcome
6.	**Study of Bank financial statement** Components of Balance Sheet and Profit and Loss Statement, important ratios of bank performance- CAMEL framework, composition of items contributing to net profit.	Lecture and discussion	Understand how to evaluate a bank's performance
7.	**IRAC Norms / NPA Management** Reasons, impact on banking performance and economy, measures taken to minimize NPA.	Lecture and discussion	Understand intricacies of asset quality deterioration and impact on banks
8.	**Risk Management in Banks** Credit, market and operational risks.	Lecture and discussion	To know the various risks in banking operations and tools of management of risks
9.	**Capital Adequacy Norms** Importance of capital for banks, Basel I/II/III and CAR.	Lecture and discussion	To be aware of significance of capital adequacy regulation and impact on banks
10.	**Treasury** Role and functions of integrated treasury.	Lecture and discussion	Understand foreign exchange and money market operations.
11.	**Asset Liability Management** Interest spread, NIM.	Lecture and discussion	To understand importance of ALM and its impact on profitability
12.	**Regulatory Role of RBI** Functions of RBI, role of monetary policy, prudential norms.	Lecture and discussion	To know the role and functions of Central Banks in supervision and control of commercial banks
13.	**Retail banking products** Housing loan, personal loan, automobile loan, education loan.	Lecture and discussion	To understand various banking products of retail banks

Text Books

1	Indian Institute of Bank Management , Advanced Bank Management.
2	Vijayraghawan Iyengar, Introduction to Banking.
3	Raghu Palat , Retail Banking.

Reference books

1	Bharati V Pathak , The Indian Financial System.
2	Shri. S K Das, Tits Bits of General Banking.
3	Shri. S K Das , Tits Bits of General Advances and Financial Services.
4	Sukhvinder Mishra , Banking Law and Practice.
5	Indian Institute of Banking and Finance, Legal aspects of Banking Operations.

Assessment

Internal	40 %
Semester end	60%

Semester	**:**	**IV – Elective**			
Title of the Subject / course	**:**	**Business Analytics**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1	To gain understanding of relevant statistical tools applicable for Business Analytics.
2	To learn data mining techniques using Excel and R.
3	To evaluate various models of Business Analytics.

Prerequisites if any	Knowledge of Statistics and MS Excel
Connection with subjects in the current or Future courses	Financial Modelling

Module

Sr No	Content	Activity	Learning outcomes
1	**Introduction to Analytics** Meaning, application areas of business analytics, techniques of analytics.	Classroom discussion	Basic understanding of business analytics
2	**Statistics for Business Analytics** Central tendencies and dispersion, central, limit theorem, sampling distribution, hypothesis testing, simple linear regression, categorical data analysis, analysis of variance (ANOVA), non-parametric tests.	Discussion and practical using software	Ability to apply various statistical tools and techniques in the process of business analytics
3	**Advanced Excel Proficiency** Describing Numeric Data, Pivot Table Analysis, Linear Regression, Comparing Two Sample Variances, Comparing Two Sample Means, Pair T Test, One Way ANOVA, Two Way ANOVA, Generating Random Numbers, Rank and Percentile, Histogram Procedure, Exponential Smoothing and Moving Average, Sampling, Covariance and Correlation, Goal Seek and Solver.	Discussion and practical on MS excel	Use of advanced Excel functions
4	**Understanding R** Using R Studio, working with data in R, R procedures.	Discussion and practical cases on R	To understand use of R
5	**Data Mining using Decision Tree** Introduction to decision trees, model design and data audit, demo of decision tree development, algorithm behind decision tree and other decision tree.	Discussion and practical using software	Data mining techniques using R

Sr No	Content	Activity	Learning outcomes
6	**Data Mining using clustering in R** Understanding cluster analysis using R, clustering as strategy, hierarchical clustering, non-hierarchical clustering - K means clustering, variants of hierarchical clustering, different distance and linkage functions.	Discussion and practical using R software	Data mining techniques using R
7	**Time Series Forecasting** Time series vs causal models moving averages, exponential smoothing, trend, seasonality, cyclicity causal modelling using linear regression forecast accuracy.	Discussion and practical using software	Data mining techniques using R
8	**Predictive Modelling – Logistic Regression using R** Data import and sanity check, development and validation, important categorical variable selection, important numeric variable selection, indicator variable creation, stepwise regression, dealing with multicollinearity, logistic regression score and probability, KS calculation, coefficient stability check, iterate for final model.	Discussion and practical using R Software	Evaluation of models
9	**Overview of Big Data and Hadoop** Big data and Hadoop and concept, application, cloud computing, generators of big-data.	Classroom discussion	Understand tools of business analytics
10	**Data Analysis and Applications** Credit risk analytics, fraud risk analytics, financial services marketing analytics.	Classroom discussion	Ability to apply business analytic tools

Text Books

1	Laursen & Thorlund, Business analytics for managers.
2	Balram Krishnan , Business analytics: concepts and theories.
3	R N Prasad and Seema Acharya , Fundamentals of business analytics.

Reference Books

1	Thomas W Miller , Modelling techniques in predictive analytics
2	Lander ,R for everyone: advanced analytics and graphics
3	Evans ,Business analytics

Assessment

Internal	40 %
Semester end	60%

Semester	**:**	**IV – Elective**			
Title of the Subject / course	**:**	**Venture Capital and Private Equity**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1	To develop general understanding of the venture capital and private equity industry globally and the various players involved.
2	Provide an understanding of the private equity investment process starting from fund raising to exiting.
3	Develop analytical valuation and deal structuring techniques used in venture capital and buyouts.
4	To prepare students for future jobs in VCPE and related industries.

Prerequisites if any	Financial Management
Connection with subjects in the current or Future courses	Project and Infra Finance, Mergers and Acquisitions and Investment Banking.

Module

Sr. No	Content	Activity	Learning outcomes
1	**Introduction and Overview of Venture Capital and Private Equity.** Overview and history of venture capital industry, evolution of private equity industry and venture capital industry, how to choose and approach a venture capitalist, structure and terms of venture capital and private equity firms.	Classroom discussions	Understanding of private equity process
2	**Process of Venture Capital and Private Equity Funding** Venture capital cycle and private equity process.	Classroom discussions and explanation	Understanding how corporates invest in a new private equity
3	**Investment Selection, Fund Raising Challenges** Sources of capital, alternative forms of fund raising and fundraising process and fallacies.	Numerical solving and classroom discussions	Awareness of the current investing patterns, problems and issues faced by industries and PE investors
4	**Valuation Methods and Techniques** Deal valuation and deal terms.	Numerical and classroom discussions	Understand financial valuation methods and strategies and the impact of dilution
5	**Structuring Term Sheets** Environmental factors surrounding term sheets, selected critical elements in venture term sheets.	Classroom discussions and explanation	Integrating the valuation with term sheet

Sr. No	Content	Activity	Learning outcomes
6	**Document and Typical Investment Conditions** Due diligence procedures.	Classroom discussion	Understanding documents and critical pointers to due diligence
7	**Exit Strategies for Multiple Stakeholders** Consider liquidity events such as IPO, mergers, later stage financing, including mezzanine financing and buy-outs.	Classroom discussion and explanation	Understanding strategies made to negotiate and exit the fund
8	**Regulation of PE Funds** SEBI Alternative Investment Funds (AIF) Regulations.	Classroom discussion and explanation	Understanding PE funds regulation
9	**Tax Aspect of PE Investment** Section 10(23FB) of Income Tax Act, 1961 Section 10(47) of Income Tax Act, 1961 Income types, Securities Transaction Tax, Dividend Distribution Tax, STCG, LTCG, Taxation of Non Residents.	Classroom discussion and explanation	Overview of taxation aspects while choosing PE as an investment alternative
10	**Private Equity Investments in Developing Markets**	Classroom discussion	To know the trends of the PE funding in the developing economies
11	**Private Equity, Corporate Governance and Ethics** Board members duty to shareholders, composition and roles of the board of directors in the private company.	Classroom discussion	Importance of ethics and value system

Text Book

1	T Satyanarayan Chary , Venture Capital concepts & Applications
2	Vandana Pawar , Venture Capital Funding Global And Indian Experiences.
3	Stephen Bloomfield , Venture Capital Funding

Reference Book

1	Josh Lerner, Felda Hardymon and Ann Leamon, Venture Capital and Private Equity: A Casebook.
2	Robert Finkel , The Masters of Private Equity and Venture Capital.
3	Joseph. W. Bartlett , Fundamentals of Venture Capital

Assessment

Internal	40 %
Semester end	60%

Programme - Masters in Management Studies

Semester - IV

SYSTEM (ELECTIVES)

Semester	**:**	**III Elective**			
Title of the Subject / course	**:**	**Strategic Information Technology Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand the strategic use of Information Technology for Competitive Advantage
2	To understand Emerging trends of information technology to devise organization /business strategy

Prerequisites if any	Basic understanding of Strategic Information Technology Management
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Role of Information systems in organization, Some key concepts related to strategy such as value chain, five forces, information asymmetry, emerging trends in IT to devise organization /business strategy

Module

Sr. No.	Content	Activity	Learning outcomes
1	Information Technology and Competitive Advantage– • Role of Information systems in organization, Some key concepts related to strategy such as value chain, five forces, information asymmetry and Technology Investment • Information Technology vs. Information systems • Two different approaches for gaining Competitive Advantages-Market Based Approach and Resource Based Approach • Strategic Role of IT in gaining Competitive Advantages	Lecture	Understand Role of Information Systems in Business Activities and Strategic Role of IT in gaining competitive advantage
2	ERP systems, Business Processes and IT • Meaning and definition, introduction of Business Process, Organizational processes and Information systems • Use of ERP in Business Process • Business Process Reengineering,	Lecture & cases	Basic Understanding of Enterprise systems
3	Using Information for Decision Making • How organization leverage data/information for competitive advantage • Importance of database, data warehouse, Data mining , and Business Intelligence, How they can be used as part of an organization strategy for Competitive Advantage	Lecture	Understanding the importance of Decision Making using Data Mining & BI Tools

Sr. No.	Content	Activity	Learning outcomes
4	Research on Internet use • Marketing Online- Online Advertising, Social Media and digital Marketing	Lecture and cases	Understand the Web Based Research Tools
5	Technology Trends Emerging trends of information technology to device business strategic, • Web related technologies, web media, how to use world wide web for business and marketing purpose • Mobile technology impact of mobile technologies on business and mobile strategy for a business	Lecture and cases	Grasping with the latest trends in Strategic IT Domain
6	Creating a Technology Strategy • Developing an IT Strategy • Writing your own strategy- Develop your web, web media and mobile strategy	Lecture & Cases	Learning the process of developing IT Strategy and creating new strategies for web and mobile development
7	Case Studies and presentations	Group Discussion & Workshop	

Text books	
1	Strategic Management of Information Systems by Keri Pearlson and Carol Saunders
2	Strategic Management Of Technology & Innovation by Robert Burgelman, Clayton Christensen, Steven Wheelwright
3	Strategic Technology Management by Betz
4	IT Strategy & Management by Sanjiva Dubey
5	The Strategic Management of Information Systems by Joe Peppard & John Ward

Reference books	
1	Strategic Management and Information Systems: An Integrated Approach by Wendy Robson
2	A Guide to Expert Systems by Donald Waterman
3	Strategic Information Systems Management by Kevin Grant
4	Work-study by ILO
5	Leading Digital - Turning technology into Business Transformation by HBR

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III Elective**			
Title of the Subject / course	**:**	**System Applications and Case Study**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand the Importance , scope and need of case study and applications areas of information technology/information system for business
2	To have the practical applications areas of information technology &Information System across the various functions and sectors of the industry

Prerequisites if any	Basic understanding of System Applications and Case Study
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Importance , scope and need of case study and applications areas of information technology and Information systems for business

Module

S No	**Content**	**Activity**	**Learning outcomes**
1	Importance, scope and need of case study and applications areas of information technology and information systems for business.	Lecture	Understanding the scope and need of IT in Business
2	Applications areas of information technology & information System across the various functions of management i.e. Marketing, Finance, Human Resource, Manufacturing and Operations, Supply Chain Management, Logistic, Customer Relationship Management and also as per various different functions of the organizations	Lecture & cases	Knowing the applications of IT in Various business functions
3	Applications areas of information technology & Information System across the various sectors of the industry. Manufacturing Pharmaceuticals and Fine Chemicals Chemicals & Petro - chemicals FMCG – home appliances, Food processing, Dairy and dairy products Mills - paper, pulp, board, textile, Leather - Tanning of leather to making of finished goods, Agricultural Products – grains, jute, cotton, oil seeds, plantation of vegetables, fruits, Heavy industries - automobiles, aircraft, ship building & maintenance, cranes, Constructions – bridges, dams, roads,	Lecture	Understanding the IT applications across various industry sectors Understanding the IT applications across various industry sectors

S No	Content	Activity	Learning outcomes
	Power industries – thermal, nuclear, hydro power stations, Merchandising, stockiest, Trading, etc. Insurance, Banking and Finance, Service industry – Hospitals, hotels, Travel and Tourism, transport, Film – manufacturing, distribution, production units, laboratories, editing, exhibitors, Gem & Jewelry – Import of raw export of finished diamond, artificial diamonds, gems and stones,		
4	Government - Ministries, Departments like defense, police, RTO, passport, visa, customs, central excise, railways, and the IT industry	Lecture and cases	Understand the Role of IT in Govt. related areas like Passport, RTO etc.
5	Case study and presentations of information technology and Information system across the function and sectors of industries	Individual Assignments and Discussions	

Text books	
1	System Analysis & Design by Dennis and Roth published by Wiley
2	Analysis and Design of Information Systems by Rajaraman published by PHI
3	Analysis and Design of Information Systems by Senn published by TMH
4	Information Technology: Best Practices and Applications in Business by T.A.Adikesavan
5	Information Technology in Business : Principles, Practice and Opportunities by J.A.Senn

Reference books	
1	System Analysis and Design by Kendall and Kendall published by Pearson
2	System Analysis & Design by Whitten & Bentley
3	Marketing Management and Information Technology by Fletcher
4	Supply Chain Information technology by David Olson
5	Handbook of Information technology in Finance by Paoli, Holtmann, Stathel & Jakobi

Assessment	
Internal	40%
Semester end	60%

Semester	**:**	**III Elective**			
Title of the Subject / course	**:**	**Managing Technology Business & IT Resource Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives	
1	To understand the Need and Significance of IT resource management
2	Understand applications of Determining IT and Information System's Resource Needs and Business
3	IT &Information Systems resources Implementation and Acceptance
Prerequisites if any	Basic understanding of IT Resource Management
Connections with Subjects in the current or Future courses	Will connect conceptual framework to Need and Significance of IT resource management & Business

Module

S No	Content	Activity	Learning outcomes
1	Overview of the IT/ITES/Telecom and related businesses in India and the world – segments of these industries , growth, forecasts, trends, key players, reasons for their success etc.	Lecture	Understanding the overview of IT/ITES Industry
2	Challenges for businesses in the domestic and international markets such as Business Development, Technology Obsolescence, Pricing, Set up & Infrastructure Costs, Talent management , Licensing costs & Intellectual property rights, Mergers and Acquisitions , Customer Contract Management and SLAs , managing Innovation , legal issues, Visa's, Foreign Soil issues, Special Incentives and schemes such as the Export Processing Zones etc.	Lecture & cases and class research	Gaining an insight on the challenges in implementing IT based Systems
3	Study of various business models including onsite/off shoring, e-commerce, e-business, m – commerce and pure play 'e' and 'm' models.	Lecture	Getting acquainted with Business Models
4	Introduction to IT and Information System Resource Management Evolution of IT and Information System Resource Management (Software, Hardware, Database, Networking, and communications technology, human	Lecture and cases	Understanding the Concept of IT Resource Management

S No	Content	Activity	Learning outcomes
	resource etc) for Planning and Implementation of information technology and technology base system across the functions and sectors of the industries.		
5	Determining IT and Information System's Resource Needs: Needs Analysis, planning ,System Cost Justifying and Investments, Automation and Artificial Intelligence	Lectures, Research and Cases	Gaining insight on the need, investments and Implementation of IT Resources in an Organization
6	Effective use of IT & Information Systems resources Implementation and Acceptance, maintenance for productivity	Lectures	Effective usage of IT systems can be gained
7	IT & Information Systems Resource its relevance to Human resource management & Business, Outsourcing challenges of Internal Functions – the what, Why and How	Lectures, Research and Cases	Relevance of IT, HRM & Outsourced Business Functions can be well understood
8	Case Studies of successful and unsuccessful technology companies	Group and Individual assignments	

Text books	
1	Managing the IT Resource: Leadership in the Information Age by Luftman published by Pearson
2	Technology Roadmapping for Strategy and Innovation by Moehrle, Isenmann & Phaal
3	Management of Technology by Khalil
4	IT Infrastructure and Its Management by Gupta, Prakash and Jayaraman
5	Business Information Management by Benson and Davis

Reference books	
1	Managing IT Infrastructure – TMI
2	A Guide to PMBoK- Project Management Institute
3	Managing Information Technology Resources by Dr.Jerry Luftman
4	Work-study by ILO

Assessment	
Internal	40%
Semester end	60%

Programme - Masters in Management Studies

Semester - IV

HRM (ELECTIVES)

Semester	**:**	**IV – Elective**			
Title of the Subject / course	**:**	**OD and Change Management**			
Course Code	**:**				
Credits	**:**	**4**	**Duration**	**:**	**40**

Learning Objectives

1	Basics of Change Management
2	Understanding OD Approaches and Models
3	Understanding Organizational Development – Diagnostics
4	Different Strategies, Approaches and Models
5	Trends in OD and Change Management

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

Sr. No.	Content	Activity	Learning outcomes
1	Process of Change – The Process of Change, Creativity & Innovation: Organizational Change. Definition & Key Dimensions, Factors that Promote Change, Creativity & Innovation, Theories of Innovation and Levels & Types of Innovation, The age of Creativity, Creativity & National prosperity, Creative Industries & potential for growth	Case Study/ Role-play/ Group Discussion	Understand the process of change in detail
2	The Internal Environment – Orchestrating Structure, Systems and Resources; The Balanced Score Card – Value Creation and Performance management. Organizational Structure – work specifications, departmentalization, chain of command, span of control, centralization and decentralization, Formalization. Situational factors– Corporate Strategy, Organizational Size and Environmental uncertainty.	Case Study/ Role-play/ Group Discussion	Impact of change on internal environment and management of the internal environment to make it conducive to change

	Structural forms – Traditional and contemporary forms. Organizing for change, creativity and innovation - Goal Setting and reward Systems. Evaluation. Resources – Sufficient resourcing. Systems of Communication.		
3	Organizational culture, Different Perspectives of Organizational culture, Can we manage Organizational culture? Culture as an important ingredient of Organizational Creativity. Norms that promote Creativity and Innovation, Norms that promote Implementation. Principles of creativity and innovation. Do strong, cohesive cultures hinder innovation?	Case Study/ Role-play/ Drama/ Group Discussion	Understanding the role of organizational culture and its impact on change management
4	Definitions, underlying assumptions and values of Organization Development	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to the concept of OD
5	Approaches to OD - Systems Approach, Action Research	Case Study/ Role-play/ Drama/ Group Discussion	Study of different approaches to OD
6	Organization Diagnosis & Diagnostic Data Collection & Analysis including Climate Understanding Organizational Roles □ OD Intervention theories and methods – □ Large Systems, □ Group and □ Individual Techniques	Case Study/ Role-play/ Drama/ Group Discussion	Understanding diagnosis, different diagnostic models and methods of data collection and analysis Study of different types of OD interventions
7	Monitoring Change in Organizations Fundamentals of monitoring change, steps of measuring change, methodologies for measuring change	Case Study/ Role-play/ Drama/ Group Discussion	Introduction to methods of monitoring change
8	Latest trends in OD and Change Management	Case Study/ Role-play/ Drama/ Group Discussion	Study of latest trends in OD and change management
9	Case studies and Presentations		

Text Books

1	Cummings, Thomas G, Worley, Christopher G. Essentials of Organizational Development and Change
2	Organisational Change and Development – Dipak Kumar Bhattacharya – Oxford Publications

Reference Books

1	Organizational Development – French & Bell
2	Change Management by Andrew Pettigrew and Richard Whipp Infinity Books

Assessment

Internal	40%
Semester end	60%

Semester	:	**IV-Elective**			
Title of the Subject / course	:	**Strategic HRM with Global Perspective**			
Course Code	:				
Credits	**:**		**Duration in Hrs.**	**:**	

Learning Objectives

1	To learn the basics of HR strategy formulation and implementation in domestic as well as international scenario, talent management and competency based HRM

Prerequisites if any	
Connections with Subjects in the current or Future courses	

Module

S. No.	Content	Activity	Learning Outcome
1	**Strategic Human Resource Management** Introduction, Strategic HRM- Definition , Aims, Approaches, Challenges. Role of HR as a Strategic Partner in an Organisation	Case Study/Role Play/Group Discussions	Learning the basics of Strategic HRM
2	**HR Strategies:** Definition, Types of HR Strategies, Criteria for an Effective HR Strategy, Formulation of HR Strategies, Conducting a Strategic Review, Implementing HR Strategies Impact on Organizational Performance, Strategic role of Top Management, Strategic role of Line Management	Case Study/Role Play/Group Discussions	Introduction to HR strategies
3	**Talent Management** Career Planning and Succession Planning: Evolution of Careers, Career Planning Perspectives Organization-Centered Career Planning, Individual- Centered Career Planning Succession Planning: Definition and Approaches, Elements of Succession Planning, Relationship between Career Planning and Succession Planning, Challenges of Succession Planning, Global Practices in Career and Succession Planning	Case Study/Role Play/Group Discussions	Introduction to talent management

S. No.	Content	Activity	Learning Outcome
4	**Competency and Potential Development:** Competencies defined and types of Competencies, Difference between Competency and Potential, Potential Development, Difference of Competencies from Skills and Knowledge, Integrated HR Practices through Competency Development, Benefits from Competency-Based HR Practices, Outcomes for Employees'Development, Developing a Skill Matrix, Retention Strategies	Case Study/Role Play/Group Discussions	Learning basics of competencies and competency based HR practices
5	**Strategies for Improving Organizational Effectiveness** Strategies for improving Organizational Effectiveness Strategies of Organizational Transformations-Cross border HR issues in Mergers & Acquisitions and the role of HR Strategies for Culture Management, Strategies for Developing Learning Organizations Employee Engagement Strategies	Case Study/Role Play/Group Discussions	Learning Strategies for Improving Organizational Effectiveness
6	**Global Dimensions of HR Strategies** HR Strategies in International Context, converting Global Presence into Global Competitive Advantage Selection & Staffing of International Employees Developing Cross Cultural Sensitivity Training & Development of International Staff Compensation Approaches & Issues Performance Management in International Organizations International Industrial Relations, Legislation and the international workforce, International Labor Standards Expatriation & Repatriation Emerging Trends in International Labor Markets	Case Study/Role Play/Group Discussions	Introduction to HR strategies in international context
7	Case Studies and Presentations.	Case Study/Role Play/Group Discussions	

Text books

1	Strategic Human Resource Management by Jeffrey Mello, Thomson South Western

Reference books

1	Strategic Human Resource Management by tanuja Agarwala,Oxford Publications
2	International Human Resource Management by Peter j Dowling, Device Welch, 4th Edition.

Assessment

Internal	40%
Semester end	60%

Semester	:	**IV-Elective**			
Title of the Subject / course	:	**Management of Corporate Social Responsibility in organizations**			
Course Code	:				
Credits	**:**	**4**	**Duration in Hrs.**	**:**	**40**

Learning Objectives

1	According to Companies Act, 2013, at least 2% of a company's average net profit of immediately preceding three financial years has to be spent on CSR activity. However, this expense is subject to compliances of the guidelines prescribed under company law. CSR professionals with sound knowledge only can help companies benefit from the expenditure and provide a detailed analysis of spending and the impact it is creating on the targeted beneficiary as well as the bottom line of the company. **This course work will enable professionals to manage and drive CSR in their respective organizations.**

Prerequisites if any	
Connections with Subjects in the current or Future courses	Corporate Social Responsibility – Semester II

Module

Sr. No.	Content	Activity	Learning outcomes
1	**Definitions, Concepts and International Frameworks of CSR** Definitions and meanings of Corporate Social Responsibility, Business at the bottom of the pyramid, International frameworks of CSR	Case Study/Role Play/Group Discussions	Basic Concepts of CSR and its relevance to the organization
2	**History and evolution of CSR (International and Indian)** History and evolution of CSR (International Generic) History and Evolution of CSR (Indian History - Detailed) – from philanthropy to public-private-people partnerships Evolution of Indian CSR framework (Pre Companies Act 2013)	Case Study/Role Play/Group Discussions	History and evolution of CSR in the international arena as well as Indian context
3	**Issues in Indian Economy and Social Development |**	Case Study/Role Play/Group	Knowledge about key economic and social

Sr. No.	Content	Activity	Learning outcomes
	Government Expectations, Roles and Responsibilities Issues of poverty, unemployment, unskilled labour, sanitation, immigration to urban areas and economic and social divide. Key international CSR initiatives of governmental or intergovernmental bodies	Discussions	issues in India Introductory knowledge about CSR initiatives by govt. and NGOs
4	**CSR and Companies Act 2013** Detailed reading, analysis and interpretation of Section 135 and Schedule VII of the Companies Act 2013 as well as the provisions of the Companies (Corporate Social Responsibility Policy) Rules, 2014	Case Study/Role Play/Group Discussions	Detailed knowledge about provisions for CSR in the Companies Act 2013
5	**Preparation of CSR Policy | Process of Policy Formulation** Constitution of CSR committee as per legal guidelines | Conducting CSR Assessment | Preparing CSR strategy framework| Tools, technical guidance and standards to be used for policy formulation | Determining the implementation mechanism	Case Study/Role Play/Group Discussions	Introduction to the process of CSR policy preparation
6	**Implementation of CSR Policy | Project and Programme Mode** Operationalizing the institutional mechanism | Different modes of implementing the CSR strategy | Decision making criteria |Due diligence of implementation partner | Project development and approval | Finalizing the arrangement with the implementation agency	Case Study/Role Play/Group Discussions	Detailed knowledge of methods of implementation of CSR Policy
7	**Monitoring Mechanism and Tools | Social Impact Assessment | Evaluation (Concurrent and Final Evaluation)** Determining mid-course corrections | Recommendations for future project designs | Identifying methods for conducting the impact assessment | Identifying the skills set required for the impact measurement team | Tools, technical guidance and standards to	Case Study/Role Play/Group Discussions	Introduction to various tools for monitoring and evaluation of CSR programmes

Sr. No.	Content	Activity	Learning outcomes
	be used (London Benchmarking Group(LBG) model • Social return on investments (SROI), The SROI network • Global impact investing network (GIIN) • Accountability -: AA 1000, Institute of Social and Ethical Accountability • ISO 26000: social responsibility • Public consultation guidelines of Government of India)		
8	**CSR Audit** The inclusion of all significant stakeholder groups in the auditing process | Diversity in individual perceptions of CSR | The shortcomings of the 'tick-box' approach to auditing CSR | Development of CSR Stakeholder matrix	Case Study/Role Play/Group Discussions	Detailed knowledge of conducting a CSR Audit
9	**Reporting Framework** Importance of reporting | G3 guidelines for CSR | SEBI directive on ESG disclosure (if applicable) | RBI guidelines on CSR, sustainable development and nonfinancial reporting	Case Study/Role Play/Group Discussions	Detailed knowledge of preparing CSR reports
10	**Brand Building and Corporate Image** Brand differentiation | Corporate Reputation | Corporate Social Marketing |Branding as a tool for CSR	Case Study/Role Play/Group Discussions	Introduction to branding and using it as a tool to promote CSR
11	**Role of Civil Society | Role of Social Entrepreneurs | Role of Supply Chain | Role of banking/Investors**	Case Study/Role Play/Group Discussions	Introduction to role of citizens, banks etc. in the implementation of CSR
12	**Corporate Governance and CSR** Definition of Corporate Governance | Scope and benefits | Principles of Corporate Governance | Governance Metrics International (GMI) | World Bank and G7 Response | Government as Shareholder: The Institutional Investor as Proxy for the Public Interest	Case Study/Role Play/Group Discussions	Introduction to Corporate governance
13	**Sustainable Development** Concept of sustainable	Case Study/Role Play/Group	Introduction to sustainability and

Sr. No.	Content	Activity	Learning outcomes
	development | Preparing Sustainability Report	Discussions	preparation of sustainability report

Text books

1	Corporate Social Responsibility: Concepts and Cases : the Indian Experience By C. V. Baxi, Ajit Prasad
2	Handbook of Corporate Social Responsibility in India: PWC and CII

Reference books

1	Key Concepts in Corporate Social Responsibility By Suzanne Benn, Dianne Bolton – Sage Publications
2	Corporate Social Responsibility, Entrepreneurship, and Innovation By Kenneth Amaeshi, Paul Nnodim, Osuji Onyeka - Routledge
3	Corporate Social Responsibility and Sustainable Development in Emerging ... edited by Dhirendra K. Vajpeyi, Roopinder Oberoi – Lexington Books
4	Empowering Organizations through Corporate Social Responsibility edited by Wolf, Ruth, Thoedora Issa and monica Thiel – IGI Global
5	Corporate Governance, 5th Edition By Robert A. G. Monks, Nell Minow - Wiley
6	Corporate Social Responsibility An Implementation Guide for Business By Paul Hohnen – International Institute for Sustainable Development
7	Corporate social responsibility Audit: from theory to practice By R Morimoto, J Ash & C Hope – University of Cambridge

Assessment

Internal	40%
Semester end	60%

AC. 6.6.2012
Item No.4.107

UNIVERSITY OF MUMBAI

Revised Syllabus for the MFM/MMM/MHRD/MIM

Program: MFM/MMM/MHRD/MIM

Course: MFM/MMM/MHRD/MIM

First Year (Semester I & II)

&

Second Year (Semester I)

(Part time)

(As per Credit Based Semester and Grading System
with effect from the academic year 2012–2013)

MFM/MMM/MHRD/MIM – First Year - First Semester

1.1. Financial Accounting – 100 marks (Total 15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Financial Accounting - Scope and Importance GAAP, Conventions and Concepts	1 Session of 3 Hours
2	Balance Sheet and Related Concepts Profit and Loss Account and Related Concepts	1 Session of 3 Hours
3	Accounting Mechanics: Basic Records - Understanding of Transactions and related documents - Process leading to preparation of Trial Balance and Financial Statements.	2 Sessions of 3 Hours each
4	Revenue Recognition and Measurement - Revenue Vs Capital (Receipts and expenditure)	1 Session of 3 Hours
5	Accounting Methods - Cash, Accrual, Hybrid	1 Session of 3 Hours
6	Inventory Accounting - Perpetual and Periodic System Accounting and Physical Flow Valuation	1 Session of 3 Hours
7	Fixed Assets and Depreciation Accounting	
8	Understanding of the following items: Net worth - Reserves - Provisions – Intangible Assets - Fictitious Assets - Revaluation of fixed assets and its impact on financial statements.	2 Sessions of 3 Hours each
9	Overview of External and Internal audit.	2 Sessions of 3 Hours each
10	Inflation Accounting.	1 Session of 3 Hours
11	Corporate Financial Reporting in India. Mandatory Accounting standards.	1 Session of 3 Hours
12	Case Studies and Presentations	2 Sessions of 3 Hours each

1.2. Business Law – 100 marks (Total 15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Indian Contract Act	4 Sessions of 3 Hours each
2	Sale of Goods Act	1 Session of 3 Hours each
3	Negotiable Instrument Act	3 Session of 3 Hours
4	Salient Features of Companies Act	4 Sessions of 3 Hours Each
5	Restrictive and Unfair Trade Practices (instead of Monopolies and Restrictive Trade Practices)	3 Session of 3 Hours

1.3. COST MANAGEMENT & MANAGEMENT CONTROL UNDERSTANDING COSTS: – 100 marks (Total 15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Various cost as presented in Income Statement - Classification of Cost for Purposes of Recording Material/Labour/Overheads.	1 Session of 3 Hours
2	Cost Recording and Allocation Service Departments and Absorption Rates	1 Session of 3 Hours
3	Determination of Cost of Products - Costing System - Job and Process Costing.	1 Session of 3 Hours
4	Cost of and Inventory Valuation - LIFO and FIFO - Cost Behaviour	1 Session of 3 Hours
5	Fixed, Variable and Semi-Variables and its significance in Financial projections.	1 Session of 3 Hours
6	Cost and Management Decisions: Total Cost Average Cost, Managerial Cost - Opportunity Cost, Out of Pocket Costs, Direct Cost Concept of Cost Relevance	1 Session of 3 Hours
7	Budgeting Process - An Overview - Different Functional Budgets and their Integration with Final statements -Introduction to Profit Budgeting: Cost Volume - Profit Relationship.	2 Sessions of 3 Hours each
8	Concept of Control: Operations Control and Management Control Key Variable of Managerial Performance Developing Objective Standards for Measuring the Key VariablesAnalysis of Input in Terms of Engineered Capacity and Managed CostConcepts of Responsibility Budgeting	2 Sessions of 3 Hours each
9	Reporting System for Control – Control of (a) Performance of Organisational Units: Divisions, Departments, Cells etc. (b) Control of Functions and Activities which cut across Organisational Units like Recruitment, Training, Committee Work, Product Development, Samples Promotion etc.	2 Sessions of 3 Hours each
10	Information System for Control - Scope for Computerisation.	1 Session of 3 Hours
11	Case Studies and Presentation	2 Sessions of 3 Hours each

1.4) ORGANISATIONAL BEHAVIOUR (15 Sessions of 3 Hours each)

SL.No	Particulars	No of Sessions
1	The Individual Personality	1 Session of 3 Hours
2	Personality and behaviour	1 Session of 3 Hours
3	Personality - structure ability and emotion	1 Session of 3 Hours
4	Personality and environment	1 Session of 3 Hours
5	Perception	1 Session of 3 Hours
6	Learning	1 Session of 3 Hours
7	Interest	1 Session of 3 Hours
8	Attitudes and values	2 Sessions of 3 Hours each
9	Motives, frustrations and conflict	1 Session of 3 Hours
10	Adjustment, adaption and integration of personality	2 Sessions of 3 Hours each
11	Management of one to one relationship.	1 Session of 3 Hours
12	Case Studies and Presentations	2 Sessions of 3 Hours Each

OBJECTIVE: Increasing managerial effectiveness through understanding of self & other.

SL.No	Particulars	No of Sessions
1	Managerial functions and activities of Management.	2 Session of 3 Hours
2	Concepts and Practice.	2 Sessions of 3 Hours each
3	Application of the practice to all functional areas	2 Sessions of 3 Hours each
4	Management concepts & practices & its application to Indian Environment.	3 Sessions of 3 Hours each
5	Management as a Profession.	2 Sessions of 3 Hours each
6	Evolution and Management thoughts.	2 Sessions of 3 Hours each
7	Case Studies and Presentations	2 Sessions of 3 Hours each

1.5) PRINCIPLES OF MANAGEMENT (15 Sessions of 3 Hours each)

OBJECTIVE: Understanding the basic concepts of Management techniques with reference to the functions of management.

METHODOLOGY: Projects Assignment, Presentation, continuous assessment.

SL.No	Particulars	No of Sessions
1	Quantitative Analysis for Management	1 Session of 3 Hours
2	Introduction to Quantitative Analysis & Potential application areas and the basic processes.	1 Session of 3 Hours
3	Probability Distribution: Binomial, Poisson, Normal	2 Session of 3 Hours
4	Elements of Decision Analysis	1 Session of 3 Hours
5	Decision trees and its Applications	2 Session of 3 Hours
6	Linear Programming, Transportation & Assignment Models : Formulation, Solving & Interpretation of Solutions, Sensitivity Analysis	2 Session of 3 Hours
7	Waiting Line Models	1 Session of 3 Hours
8	Inventory Models	1 Sessions of 3 Hours each
9	Simulation Models	1 Session of 3

1.6)

QUANTITATIVE METHODS IN MANAGEMENT (15 Sessions of 3 Hours each)

		Hours
10	Use of Standard Computer Software Packages in Solving Quantitative Analysis Problems.	1 Sessions of 3 Hours
11	Case Studies and Presentations	2 Session of 3 Hours

2.1) PERSONNEL LAW AND MANAGEMENT (15 Sessions of 3 Hours Each)

SL.No	Particulars	No of Sessions

Personnel Law: A study of the important provisions of theAct and Case Law governing: -

SL.No	Particulars	No of Sessions
1	**(a) Employment of Personnel:** Employment exchanges (Compulsory Notification of Vacancies) Act, 1959:The Industrial Employment (Standing Orders) Act, 1946 - Factories Act – The Apprentices Act, 1961 -The Employment of Children Act, 1938.	2 Sessions of 3 Hours Each
2	(b) **Remuneration:** The Payment of Wages Act, 1936 - The Minimum Wages Act, 1948 - The Payment of Bonus Act and Amendment Ordinance 1972-The Employees Provident Fund and Family Pension Act, 1952 - The Payment of Gratuity Act, 1972 - The Workmen's Compensation Act,. 1923 -The Maternity Benefit Act, 1961.	2 Sessions of 3 Hours Each
3	(c) **Industrial Relations:** The Trade Union Act, 1926-The Industrial Disputes Act, 1947: Machinery for Handling Disputes, Reference of Disputes, Awards and Settlement Strikes, Lockouts, Layoff and Retrenchment Compensation, Penalties and offences.	2 Sessions of 3 Hours Each

PART II Personnel Management

1	The Personnel Function in an organization - Recruitment; Induction, Placement and Development-Personnel Budget	2 Sessions of 3 Hours Each
2	Personnel Policies, and Standing Orders - Absenteeism, Personnel Turnover and Problem of Indiscipline, Transfers, Promotions and Voluntary Retirements	2 Sessions of 3 Hours Each
3	Compensation Plans, Pre-requisites and Bonus - Job Status, Grade and Salary and Wage Structure	2 Sessions of 3 Hours Each
4	Outfore, Measure, Morale Studies and Personnel Research.	1 Session of 3 Hours
5	Case Studies and Presentations	2 Sessions of 3 Hours Each

2.2 Managerial Economics 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	• The Meaning, Scope & Methods of Managerial Economics	**1 Session of 3 Hours**
2	• Economics Concepts relevant to Business • Demand & Supply • Production, Distribution, Consumption & Consumption Function • Cost, Price, Competition, Monopoly, Profit, • Optimisation, Margin & Average, Elasticity, Macro & Micro Analysis.	**2 Sessions of 3 Hours Each**
3	• Demand Analysis & Business Forecasting • Market Structures, Factors Influencing Demand • Elasticities & Demand Levels • Demand Analysis for various Products & Situations • Determinants of Demands for Durable & Non-durable Goods Long Run & Short Run Demand • Autonomous Demand Industry and Firm Demand.	**2 Sessions of 3 Hours Each**
4	• Cost & Production Analysis • Cost Concepts, Short Term and Long Term • Cost Output Relationship • Cost of Multiple Products Economies of Scale Production Functions • Cost & Profit Forecasting • Breakeven Analysis.	**2 Sessions of 3 Hours Each**
5	• Market Analysis • Competition, Kinds of Competitive Situations, Oligopoly and Monopoly, • Measuring Concentration of Economic Power.	**1 Session of 3 Hours**
6	• Pricing Decisions Policies & practices • Pricing & Output Decisions under Perfect & Imperfect Competition • Oligopoly & Monopoly, Pricing Methods • Product-line Pricing • Specific Pricing Problem • Price Dissemination • Price Forecasting.	**2 Sessions of 3 Hours Each**

7	• Profit Management • Role of Profit in the Economy • Nature & Measurement of Profit, Profit Policies • Policies on Profit Maximisation • Profits & Control • Profit Planning & Control.	**1 Session of 3 Hours**
8	• Capital Budgeting • Demand for Capital • Supply of Capital • Capital Rationing • Cost of Capital • Appraising of Profitability of a Project • Risk & Uncertainty • Economics & probability Analysis.	**1 Session of 3 Hours**
9	• Macro Economics and Business • Business Cycle & Business Policies • Economic Indication • Forecasting for Business • Input-Output Analysis.	**1 Session of 3 Hours**
10	• Case Studies and Presentations	**2 Sessions of 3 Hours Each**

2.3) PRODUCTION MANAGEMENT (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	The Production Function-nature and scope, interface with other functional areas like Marketing, Finance, Personnel, Materials.	**1 Session of 3 Hours**
2	Types of Production Systems -Job, Batch and Flow Systems, Assembly lines. Process Plants, Intermittent and Continuous Production.	**1 Session of 3 Hours**
3	Elementary knowledge of Manufacturing processes - Assembling, Fabrication, Forming and Heat Treatment, Welding, Machining and similar Processes.	**1 Session of 3 Hours**
4	Plant Layouts - Objectives, Symptoms of poor layouts, types of layouts - functional, line and static product layouts, group layouts, factors influencing layouts, techniques of optimising layouts.	**1 Session of 3 Hours**
5	Material Handling-objectives, principles and methods of efficient handling, introduction to material handling equipment.	**1 Session of 3 Hours**
6	Problems of Location - types of locational decisions and factors affecting location, location of manufacturing and service units, location of distribution and retail units, location of procurement centres.	**1 Session of 3 Hours**
7	Inventory Management - types of inventory management systems, detailed mathematical treatment of EOQ and MRP Systems, Selective inventory control – techniques like ABCJ analysis, HML analysis, FSN analysis, SDE analysis etc, make & buy decision.	**1 Session of 3 Hours**
8	Scheduling - objectives, elements of scheduling, master scheduling, priority planning, facility loading, sequencing problem of scheduling.	**1 Session of 3 Hours**
9	Network Analysis - Activity Analysis, Network Diagramming, PERT, CPM, Estimation of schedule statistics, earliest and latest start and Finishing times, floats. Cost crashing. Estimation of probability of completion of project in a given time, applications in industry.	**1 Session of 3 Hours**

10	Break Even Point Analysis -concept of break – even point, utility of BEP analysis in short‖ and long term decision.	**1 Session of 3 Hours**
11	Reliability, Maintenance and Plant Services - objectives, types of Maintenance Breakdown and preventive maintenance, introduction to estimation of system reliability, Fault tree analysis.	**1 Session of 3 Hours**
12	Quality Control-Total Quality Control, what is quality, inspection, quality control, introduction to control charts & types of control charts - mean, range, proportion defective (P) and charts.	**1 Session of 3 Hours**
13	Emerging Trends - Just-In-Time Manufacturing, Robotics, CAD/CAM/CIM & Concepts of productivity - introduction to productivity techniques, Value Analysis, Value Engineering	**1 Session of 3 Hours**
14	Case Studies and Presentations	**2 Sessions of 3 Hours Each**

2.4 Marketing Management 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Introduction to marketing concept, its relevance in India, marketing mix, marketing structures and systems.	1 Session of 3 Hours
2	Environmental scanning and market opportunity analysis.	1 Session of 3 Hours
3	Buyer Behaviour -household and institutional/organisational.	1 Session of 3 Hours
4	Market segment and segmental analysis.	1 Session of 3 Hours
5	Market estimation - Market potential, demand forecasting and sales forecasting.	1 Session of 3 Hours
6	Marketing Information Systems, Marketing Research, Market Planning.	1 Session of 3 Hours
7	Product mix decisions - product identification, product life cycle, branding and packaging.	1 Session of 3 Hours
8	New product development and management. Pricing policies, structures and methods.	1 Session of 3 Hours
9	Concepts of regulated prices in selected industries.	1 Session of 3 Hours
10	Promotion decision - Communication process, promotion mix, promotion strategies with reference to consumer and industrial products.	1 Session of 3 Hours
11	Advertising and personnel selling decision.	1 Session of 3 Hours
12	Distribution Management - importance of distribution in developing country. Role of middle man, identification, selection and managing dealers. Distribution Channels Management - Physical distribution.	1 Session of 3 Hours
13	Performance and control - Marketing Audit.	1 Session of 3 Hours
14	Case Studies and Presentations	2 Sessions of 3 Hours of Each

2.5) RESEARCH METHODOLOGY 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Relevance & Scope of Research in Management and steps involved in the Research Process	1 Session of 3 Hours
2	Identification of Research Problem and Defining MR problems	1 Session of 3 Hours
3	Research Design	1 Session of 3 Hours
4	Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References Bibliography, Abstracts, etc.	2 Sessions of 3 Hours Each
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	2 Sessions of 3 Hours
6	Data management plan – Sampling & measurement	1 Session of 3 Hours
7	Data analysis – Tabulation, SPSS applications data base, testing for association	1 Session of 3 Hours
8	Analysis Techniques Qualitative & Quantitative Analysis Techniques Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis Analysis of Variance, etc. – Making Choice of an Appropriate Analysis Technique.	3 Sessions of 3 Hours Each
9	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

2.6) FINANCIAL MANAGEMENT 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	FINANCIAL OBJECTIVES: The ROI concept in Financial Planning and Control.	1 Session of 3 Hours
2	WORKING CAPITAL MANAGEMENT: a. Assessing Working Capital Requirements. b. Financing Working Capital. c. Control of Working Capital. d. Accounts Receivables and Inventories.	1 Session of 3 Hours
3	CAPITAL EXPENDITURE PROJECTS: Discounted Cash Flow Techniques and its Application.	1 Session of 3 Hours
4	Concept of the Company's Cost Capital and its Application in Capital Budgeting Decisions.	1 Session of 3 Hours
5	SOURCES OF COMPANY FINANCE: Deposits from public, Term Loans, Bonds, Preference Capital, other modes and Instruments of raising Finance. Financial Institutions in India.	1 Session of 3 Hours
6	NEGOTIATING TERM LOANS PROPOSALS WITH BANKS: Appraisal of Term Loans by Financial institutions in India.	1 Session of 3 Hours
7	MERCHANT BANKING: Underwriting of Securities - Current Practices in India.	1 Session of 3 Hours
8	INTERNAL FUNDS AS A SOURCE OF FINANCE: Dividend Policy and Rate of Retention - Bonus Shares.	1 Session of 3 Hours
9	EQUITY CAPITAL AS A SOURCE OF FINANCE: Rights Issue and issue at Premium -Government Regulations of issues of Securities in India- Prospectus for Issue of Securities- Understanding and Interpretation.	2 Sessions of 3 Hours Each
10	Basic Valuation Concepts.	1 Session of 3 Hours
11	Corporate Taxation and its Implications on Corporate Financing.	1 Session of 3 Hours
12	Inflation and its Impact on Corporate Finance.	1 Session of 3 Hours
13	Case Studies and Presentations	2 Sessions of 3 Hours Each

MFM/MMM/MHRD/MIM – Second Year - First Semester

3.1) INTRODUCTION TO COMPUTERS 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Introduction to Computer Terminology	2 Sessions of 3 Hours Each
2	Centralised Data Processing System Hardware : Types of Hardware Configuration, Peripherals etc. Software: Systems Software (OS, such as DOS, NOVEL, UNIX, O/S Functions, Application Software, instead of Translators, Compilers, Interpreters). Hardware/Software generations and current trends.	3 Sessions of 3 Hours Each
3	Various programming Languages such as FoxPro, C and their characteristics.	2 Sessions of 3 Hours Each
4	Introduction to Electronic Spread Sheet and Data Base Management Systems, Word Processors, Graphic User Interfaces.	2 Sessions of 3 Hours Each
5	Introduction to FoxPro, writing simple FoxPro programmes	2 Sessions of 3 Hours Each
6	Introduction to Relational Data Base Management Systems.	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

3.2) EFFECTIVE COMMUNICATION 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	Process of Communication.	2 Sessions of 3 Hours Each
2	Communication in Organization nature, function & scope.	3 Sessions of 3 Hours Each
3	Management of Written & Oral Communication.	2 Sessions of 3 Hours Each
4	Barriers to Effective Communication.	2 Sessions of 3 Hours Each
5	Report writing.	2 Sessions of 3 Hours Each
6	Communication Technology and its impact on office procedures and automation.	2 Sessions of 3 Hours Each
7	Case Studies and Presentations	2 Sessions of 3 Hours Each

3.3) HUMAN RESOURCES MANAGEMENT 100 Marks (15 Sessions of 3 Hours Each)

OBJECTIVE: Understanding of Personnel Policies and Practices for effective utilization of human resources.

SL.No	Particulars	Sessions
1	Human Resource Management - Its scope, relationship with other social sciences -Approaches to Human Resource Management inter- disciplinary approach.	2 Sessions of 3 Hours Each
2	Organisation of Personnel Functions - Personnel Department, its organisation, policies, responsibilities and place in the organisation.	2 Sessions of 3 Hours Each
3	Manpower Planning, Job Analysis, Job Description, Scientific Recruitment and Selection Methods.	1 Session of 3 Hours
4	a) Motivating Employees - Motivational Strategies, Incentive Schemes, Jobenrichment, Empowerment. b) Job-Satisfaction, Morale, Personnel Turnover.	2 Sessions of 3 Hours Each
5	Performance Appraisal Systems - MBO Approach, Performance Counseling, Career Planning.	1 Session of 3 Hours
6	Training & Development -Identification of Training Needs, Training Methods, Management Development Programmes.	2 Sessions of 3 Hours Each
7	Organisation Development - Organisation Structures Re-engineering. Multi- Skilling, BPR.	1 Session of 3 Hours
8	Management of Organisational Change. (a) HRD Strategies for long term planning & growth. (b) Productivity and Human Resource Management.	2 Sessions of 3 Hours Each
9	Case Studies and Presentations	2 Sessions of 3 Hours Each

3.4) BUSINESS ENVIRONMENT 100 Marks (15 Sessions of 3 Hours Each)

OBJECTIVE: To understand the business Scene & factors & Trends for strategic policy formulation.

SL.No	Particulars	Sessions
1	Social, political issues Ecological issues	1 Session of 3 Hours
2	Business ethics	2 Sessions of 3 Hours Each
3	Social responsibility	2 Sessions of 3 Hours Each
4	Energy Management	2 Sessions of 3 Hours Each
5	Family. Vs. professional business Industrial units.	2 Sessions of 3 Hours Each
6	Joint ventures Technology, Transfers	2 Sessions of 3 Hours Each
7	Multi National Corporation Administrative Pricing Business resources Economic Trends	2 Sessions of 3 Hours Each
8	Case Studies and Presentations	2 Sessions of 3 Hours Each

3.5) TAXATION 100 Marks (15 Sessions of 3 Hours Each)

SL.No	Particulars	Sessions
1	The structured and scope of Indian Income-tax Act-Concepts and definitions under the Act	3 Sessions of 3 Hours Each
2	Agricultural Income, Assesses, Assessment Year, Income, Capital and Revenue Expenditure, Previous Year, Person, Residence, Company, Dividend, Total Income.	3 Sessions of 3 Hours Each
3	Heads of Income: Salaries, Interests on Securities, Income from House Property, Profit and Gain of Business or Professions, Capital Gains, and Income from other Sources	4 Sessions of 3 Hours Each
4	Rebates and Reliefs-Treatments of losses-Computation of Total Income and Determination of Tax Liability-Companies (Profit) Sur-tax Act.	3 Sessions of 3 Hours Each
5	Case Studies and Presentations	2 Sessions of 3 Hours Each

Revised Syllabus under Credit based Semester and Grading System

For

Masters in Financial Management (MFM)

3 Years part-time Masters Degree Course in Management

(Effective from the academic year 2014 – 2015)

Semester I – Masters in Financial Management (MFM)

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Principles of Management	30	2	40 IA	60 IA	100	3	2.5
2	Financial Accounting	30	2	40 IA	60 IA	100	3	2.5
3	Organisational Behaviour	30	2	40 IA	60 IA	100	3	2.5
4	Managerial Economics	30	2	40 IA	60 IA	100	3	2.5
5	Business Communication	30	2	40 IA	60 IA	100	3	2.5
6	Quantitative Methods in Management	30	2	40 IA	60 IA	100	3	2.5
			Total No of Credits					**15**

UA: - University Assessment; IA: - Internal Assessment

Semester II–Masters in Financial Management (MFM)

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Production Management	30	2	40 IA	60 IA	100	3	2.5
2	Business Research Methods	30	2	40 IA	60 IA	100	3	2.5
3	Marketing Management	30	2	40 IA	60 IA	100	3	2.5
4	Legal Aspects of Business	30	2	40 IA	60 IA	100	3	2.5
5	Cost & Management Accounting	30	2	40 IA	60 IA	100	3	2.5
6	Human Resources Management	30	2	40 IA	60 IA	100	3	2.5
			Total No of Credits					**15**

UA: - University Assessment; IA: - Internal Assessment

Semester III – Masters in Financial Management (MFM)

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	**International Business**	30	2	40 IA	**60 UA**	100	3	2.5
2	**Management Information Systems**	30	2	40 IA	**60 UA**	100	3	2.5
3	**Financial Management**	30	2	40 IA	**60 UA**	100	3	2.5
4	Taxation	30	2	40 IA	60 IA	100	3	2.5
5	Creativity & Innovation Management	30	2	40 IA	60 IA	100	3	2.5
			Total No of Credits					**12.5**

UA: - University Assessment; IA: - Internal Assessment

AC 7-4-2014
Item No. – 4.27

Semester IV – Masters in Financial Management (MFM)

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Financial Markets, Products & Institutions	30	2	40 IA	60 IA	100	3	2.5
2	International Finance	30	2	40 IA	60 IA	100	3	2.5
3	Corporate Valuation	30	2	40 IA	60 IA	100	3	2.5
4	Corporate Law	30	2	40 IA	60 IA	100	3	2.5
5	Security Analysis & Portfolio Management	30	2	40 IA	60 IA	100	3	2.5
			Total No of Credits					**12.5**

UA: - University Assessment; IA: - Internal Assessment

Semester V – Masters in Financial Management (MFM)

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	Management of Banks & Financial Services	30	2	40 IA	60 IA	100	3	2.5
2	Derivatives & Risk Management	30	2	40 IA	60 IA	100	3	2.5
3	Mergers Acquisition & Corporate Restructuring	30	2	40 IA	60 IA	100	3	2.5
4	Behavioural Finance	30	2	40 IA	60 IA	100	3	2.5
5	Industry Oriented Dissertation Project	30	2	40 IA	60 IA	100	3	2.5
			Total No of Credits					**12.5**

UA: - University Assessment; IA: - Internal Assessment

Semester VI – Masters in Financial Management (MFM)

Sr. No.	Subject	Teaching Hours		Assessment Pattern				
		No. of Sessions of 90 minutes	No. of Sessions of 90 minutes per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper	No of Credits
1	**Strategic Management**	30	2	40 IA	**60 UA**	100	3	2.5
2	**Treasury Management**	30	2	40 IA	**60 UA**	100	3	2.5
3	**Project Finance**	30	2	40 IA	**60 UA**	100	3	2.5
4	Financial Modeling	30	2	40 IA	60 IA	100	3	2.5
5	Wealth Management	30	2	40 IA	60 IA	100	3	2.5
			Total No of Credits					**12.5**

UA: - University Assessment; IA: - Internal Assessment

Semester	Total No of Credits
Semester I	15
Semester II	15
Semester III	12.5
Semester IV	12.5
Semester V	12.5
Semester VI	12.5
Total	**80**

SEMESTER – I (MFM)

Principles of Management (15 Sessions of 3 Hours Each) Sem I

S. No.	Particulars	Sessions
1	➢ Management : Science, Theory and Practice - The Evolution of Management ➢ Thought and the Patterns of Management Analysis - Management and Society : ➢ Social Responsibility and Ethics - Global and Comparative Management - The ➢ Basis of Global Management – Functions of Management-The Nature and Purpose ➢ of Planning - Objectives - Strategies, Policies and Planning Premises - Decision ➢ Making - Global Planning.	**3 Sessions of 3 Hours**
2	➢ The Nature of Organizing - Organizational Structure : Departmentation - Line/Staff ➢ Authority and Decentralization - Effective Organizing and Organizational Culture - ➢ Global Organizing. Co-ordination functions in Organisation - Human Factors and ➢ Motivation - Leadership - Committees and group Decision Making - ➢ Communication - Global Leading.	**2 Sessions of 3 Hours**
3	➢ The System and Process of Controlling - Control Techniques and Information ➢ Technology - Global Controlling and Global Challenges – Direction Function – Significance.	**2 Sessions of 3 Hours**
4	➢ **"Mental Conditioning"-**Cover areas such as Entrepreneur Versus Manager: Risk and Rewards; To be a Master and not a Servant; Social: contribution: creating jobs. Work when and where you want; Scope for innovation and creativity.	**2 Sessions of 3 Hours**
5	➢ **Strategic Management: -**Definition, Classes of Decisions, Levels of Decision, Strategy, Role of different Strategist, Relevance of Strategic Management and its Benefits, Strategic Management in India	**2 Sessions of 3 Hours**

6	**Recent Trends in Management: -** Social Responsibility of Management – environment friendly management Management of Change Management of Crisis Total Quality Management Stress Management International Management	**2 Sessions of 3 Hours**
7	Case Studies and Presentations.	**2 Sessions of 3 Hours**

Reference Text

1. Management – A competency building approach – Heil Reigel / Jackson/ Slocum
2. Principles of Management – Davar
3. Good to Great – Jim Collins
4. Stoner, Freeman & Gulbert: Management (Prentice Hall India)
5. V.S.P. Rao & V. Hari Krishna: Management Text & Cases (Excel Books)
6. Heinz Weirich: Management (Tata McGraw Hill)
7. Certo: Modern Management (Prentice Hall India)
8.Management – Principles, Processes and Practices – Anil Bhat and Arya Kumar – Oxford Publications
9. Management – Theory & Practice – Dr Vandana Jain – International Book House Ltd
10.Principles of Management – Esha Jain – International Book House Ltd
11. Management Today – Principles & Practice – Burton – McGraw Hill Publications

Financial Accounting 100 marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	• Introduction to Accounting • Concept and necessity of Accounting • An Overview of Income Statement and Balance Sheet.	**1 Session of 3 Hours**
2	• Introduction and Meaning of GAAP • Concepts of Accounting • Impact of Accounting • Concepts on Income Statement and Balance Sheet.	**1 Session of 3 Hours**
3	• Accounting Mechanics • Process leading to preparation of Trial Balance and Financial Statements • Preparation of Financial Statements with Adjustment Entries.	**2 Sessions of 3 Hours Each**
4	• Revenue Recognition and Measurement • Capital and Revenue Items • Treatment of R & D Expenses • Preproduction Cost • Deferred Revenue Expenditure etc.	**1 Session of 3 Hours**
5	• Fixed Assets and Depreciation Accounting • Evaluation and Accounting of Inventory.	**1 Session of 3 Hours**
6	• Preparation and Complete Understanding of Corporate Financial Statements • 'T' Form and Vertical Form of Financial Statements.	**2 Sessions of 3 Hours**
7	• Important Accounting Standards.	**1 Session of 3 Hours**
8	• Corporate Financial Reporting – Analysis of Interpretation thereof with reference to Ratio Analysis. Fund Flow, Cash Flow. • **Corporate Accounting** Accounting of Joint Stock Companies: Overview of Share Capital and Debentures, Accounting for Issue and forfeiture of Shares, Issue of Bonus Share. Issue of Debentures, Financial Statements of Companies: Income Statement and Balance Sheet in Schedule VI. Provisions of the Companies Act: Affecting preparation of Financial Statements, Creative Accounting, Annual Report, Presentation and analysis of Audit reports and Directors report. (Students should be exposed to reading of Annual Reports of Companies both detailed and summarized version).	**3 Sessions of 3 Hours Each**

9	• Inflation Accounting & Ethical Issue in Accounting.	**1 Session of 3 Hours**
10	• Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference text:

1. Financial Accounting: Text & Case: Deardon & Bhattacharya
2. Financial Accounting for Managers – T.P.Ghosh
3. Financial Accounting – Reporting & Analysis – Stice & Diamond
4. Financial Accounting: R.Narayanaswamy
5. Full Text of Indian Accounting standard – Taxman Publication
6. Financial Accounting for Management – Paresh Shah – Oxford Publications
7. Financial Accounting – Bhushan Kumar Goyal & H.N Tiwari – International Book House Ltd
8. Accounting & Financial Analysis – Dr Santosh Singhal – International Book House Ltd

Organisational Behavior 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Introduction to OB Origin, Nature and Scope of Organisational Behaviour Relevance to Organisational Effectiveness and Contemporary Issues.	**1 Session of 3 Hours**
2	Personality: Meaning and Determinants of Personality Process of Personality Formation Personality Types Assessment of Personality Traits for Increasing Self Awareness.	**1 Session of 3 Hours**
3	Perception, Attitude and Value Perceptual Processes, Effect of perception on Individual Decision-Making, Attitude and Behaviour. Sources of Value Effect of Values on Attitudes and Behaviour. Effects of Perception, Attitude and Values on Work Performance.	**2 Sessions of 3 Hours Each**
4	Motivation Concepts : Motives Theories of Motivation and their Applications for Behavioural Change.	**2 Sessions of 3 Hours Each**
5	Group Behaviour and Group Dynamics Work groups formal and informal groups and stages of group development. Concepts of Group Dynamics, group conflicts and group decision making. Team Effectiveness : High performing teams, Team Roles, cross functional and self directed teams	**2 Sessions of 3 Hours Each**
6	Organisational Design: Structure, size, technology Environment of organisation; Organizational Roles: -Concept of roles; role dynamics; role conflicts and stress. Organisational conflicts	**2 Sessions of 3 Hours Each**
7	Leadership: Concepts and skills of leadership Leadership and managerial roles Leadership styles and effectiveness Contemporary issues in leadership. Power and Politics: sources and Uses of power; politics at workplace Tactics and strategies.	**2 Sessions of 3 Hours Each**

8	Organisation Development Organisational Change and Culture Environment, Organisational culture and climate Contemporary issues relating to business situations Process of change and Organizational Development	**1 Session of 3 Hours**
9	Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference Text

1. Understanding Organizational Behavior **–** Udai Pareek
2. Organizational Behavior **–** Stephen Robbins
3. Organizational Behavior **–** Fred Luthans
4. Organizational Behavior **–** L. M. Prasad (Sultan Chand)
5. Organisational Behaviour – Dipak Kumar Bhattacharya – Oxford Publications
6. Organisational Behaviour – Dr Chandra sekhar Dash – International Book House Ltd
7. Organisational Behaviour – Meera Shankar – International Book House Ltd
8. Management & Organisational Behaviour – Laurie Mullins – Pearson Publications

Managerial Economics 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	• The Meaning, Scope & Methods of Managerial Economics	**1 Session of 3 Hours**
2	• Economics Concepts relevant to Business • Demand & Supply • Production, Distribution, Consumption & Consumption Function • Cost, Price, Competition, Monopoly, Profit, • Optimisation, Margin & Average, Elasticity, Macro & Micro Analysis.	**2 Sessions of 3 Hours Each**
3	• Demand Analysis & Business Forecasting • Market Structures, Factors Influencing Demand • Elasticities & Demand Levels • Demand Analysis for various Products & Situations • Determinants of Demands for Durable & Non-durable Goods Long Run & Short Run Demand • Autonomous Demand Industry and Firm Demand.	**2 Sessions of 3 Hours Each**
4	• Cost & Production Analysis • Cost Concepts, Short Term and Long Term • Cost Output Relationship • Cost of Multiple Products Economies of Scale Production Functions • Cost & Profit Forecasting • Breakeven Analysis.	**2 Sessions of 3 Hours Each**
5	• Market Analysis • Competition, Kinds of Competitive Situations, Oligopoly and Monopoly, • Measuring Concentration of Economic Power.	**1 Session of 3 Hours**
6	• Pricing Decisions Policies & practices • Pricing & Output Decisions under Perfect & Imperfect Competition • Oligopoly & Monopoly, Pricing Methods • Product-line Pricing • Specific Pricing Problem • Price Dissemination • Price Forecasting.	**2 Sessions of 3 Hours Each**

7	• Profit Management • Role of Profit in the Economy • Nature & Measurement of Profit, Profit Policies • Policies on Profit Maximisation • Profits & Control • Profit Planning & Control.	**1 Session of 3 Hours**
8	• Capital Budgeting • Demand for Capital • Supply of Capital • Capital Rationing • Cost of Capital • Appraising of Profitability of a Project • Risk & Uncertainty • Economics & probability Analysis.	**1 Session of 3 Hours**
9	• Macro Economics and Business • Business Cycle & Business Policies • Economic Indication • Forecasting for Business • Input-Output Analysis.	**1 Session of 3 Hours**
10	• Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference Text

1. Managerial Economics – Joel Dean
2. Managerial Economics: Concepts & Cases – Mote, Paul & Gupta.
3. Fundamentals of Managerial Economics – James Pappas & Mark Hershey.
4. Managerial Economics – Milton Spencer & Louis Siegleman.
5. Economics - Samuelson
6. Managerial Economics – Suma Damodaran – Oxford Publications
7. Principles of Economics – D.D Chaturvedi & Anand Mittal – International Book House Ltd
8. Managerial Economics – D.D Chaturvedi & S.L Gupta – International Book House Ltd
9. Economics for Business – John Sloman, Mark Sutcliffe – Pearson Publications

Business Communication (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	Introduction to Managerial Communication Understanding the Components of Communication Small Group and Team Communication Business and Professional Communication	**3 Sessions of 3 Hours Each**
2	Written Analysis and Communication Spoken Business Communication	**3 Sessions of 3 Hours Each**
3	Cultural Identities and Intercultural Communication Difficult Communication	**3 Sessions of 3 Hours Each**
4	Intercultural Communication Competence Organizational Communication	**2 Sessions of 3 Hours Each**
5	Persuasive Communication Barriers to Communication	**2 Sessions of 3 Hours Each**
6	Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference Text

1. Cottrell, S. (2003) The study skills handbook – 2nd Ed Macmillan
2. Payne, E. & Whittaker L. (2000) Developing essential study skills, Financial Times – Prentice Hall
3. Turner, J. (2002) How to study: a short introduction – Sage
4. Northledge, A. (1990) The good study guide The Open University
5. Giles, K. & Hedge, N. (1995) The manager's good study guide The Open University
6. Drew, S. & Bingham, R. (2001) The student skills guide Gower
7. O'Hara, S. (1998) Studying @ university and college Kogan Page
8. Buzan, T. & Buzan, B. (2000) The Mind Map Book BBC Books
9. Svantesson, I. (1998) Learning maps and memory skills, Kogan Page
10. Theosarus – Merrilium – Oxford
11. Sen: Communication Skills (Prentice Hall India)
12. J . V. Vilanilam: More effective Communication(Sage)
13. Mohan: Developing Communication Skills(MacMillan)
14. Business Communication – Hory Sankar Mukherjee – Oxford Publications
15. Business Communication – Sangeeta Magan – International Book House Ltd

Quantitative Methods in Management 100 Marks (15 Sessions of 3 Hours Each) Sem I

SL.No	Particulars	Sessions
1	❖ Introduction to OR : Concepts, Genesis, Application Potential to Diverse Problems in Business & Industry, Scope and Limitations. ❖ Assignment Problem (AP) – ➢ Concepts, Formulation of Model ➢ Hungarian Method of Solution – ➢ Maximisation / Minimisation – ➢ Balanced / Unbalanced – ➢ Prohibited Assignments - Problems.	**2 Sessions of 3 Hours Each**
2	❖ Transportation Problem (TP) :- ➢ Concepts, Formulation of Model - Solution Procedures for IFS and Optimality Check ➢ Balanced / Unbalanced ➢ Maximization / Minimization ➢ Case of Degeneracy ➢ Prohibited Routing Problems ➢ Post-Optimal Sensitivity Analysis.	**2 Sessions of 3 Hours Each**
3	❖ Linear Programming (LP) :- ➢ Concepts, Formulation of Models ➢ Diverse Problems – Graphical Explanation of Solution - Maximisation / Minimisation – ❖ Simplex Algorithm – ➢ Use of Slack /Surplus / Artificial Variables – ➢ Big M Method/Two-Phase Method – ➢ Interpretation of the Optimal Tableau – ➢ (Unique Optimum, Multiple Optimum, Unboundedness, Infeasibility & Redundancy Problems.)	**2 Sessions of 3 Hours Each**
4	❖ Linear Programming (LP) :- ➢ Duality Principle - Primal /Dual Inter-relation ➢ Post-Optimal Sensitivity Analysis for changes in b-vector, c-vector, Addition/Deletion of Variables/Constraints ➢ Dual Simplex Method - Problems Limitations of LP vis-a-vis - Non-linear Programming Problems. ➢ Brief introduction to Non-LP models and associated problems.	**1 Session of 3 Hours**

5	❖ Network Analysis ➢ Minimal Spanning Tree Problem - Shortest Route Problem ➢ Maximal Flow in Capacitated Network - Concepts and Solution Algorithm as Applied to Problem ➢ Project Planning & Control by use of CPM/PERT Concepts. Definitions of Project ➢ Jobs, Events - Arrow Diagrams - Time Analysis and Derivation of the Critical Path – ➢ Concepts of Floats (total, free, interfering, independent) - Crashing of a CPM Network - Probability Assessment in PERT Network.	**2 Sessions of 3 Hours Each**
6	❖ Queuing (Waiting-line) Models ➢ Concepts - Types of Queuing Systems (use of 6 Character Code) - Queues in Series and Parallel – ➢ Problems based on the results of following models (M/M/1) Single Channel Queue with Poisson Arrival Rate, and Negative Exponential Service Time, With and Without Limitations of Queue Size (M/G/1) ➢ Single Channel with Poisson Arrival Rate, and General Service Time, PK-Formulae.	**1 Session of 3 Hours**
7	❖ Inventory Models ➢ Types of Inventory Situations ➢ Fixed Quantity/Fixed Review Period ➢ Costs Involved - Deterministic Probability Models - Economic-Order-Quantity (EOQ) and ➢ EBQ for Finite Production Rate - Sensitivity Analysis of EOQ-EOQ Under Price Break - ➢ Determination of Safety Stock and Reorder Levels - Static Inventory Model - (Insurance Spares).	**1 Session of 3 Hours**
8	❖ Digital Simulation – ➢ Concepts - Areas of Application - Random Digits and Methods of Generating Probability Distributions ➢ Application to Problems in Queueing, Inventory, New ➢ Product, Profitability, Maintenance etc.	**1 Session of 3 Hours**

9	❖ Replacement and Maintenance Models :- ➢ Replacement of Items Subject to Deterioration and Items Subject Random Total Failure ➢ Group vs Individual Replacement Policies.	**1 Session of 3 Hours**
10	❖ Game Theory - Concepts - 2 – person ➢ N-person games - Zero - sum and Non-zero-sum games Solution Procedures to 2-person zero sum games ➢ Saddle point Mixed Strategy ➢ Sub-games Method for m x 2 or 2 x n games - Graphical Methods	**1 Session of 3 Hours**
11	❖ Equivalence of Game Theory and Linear Programming Models ➢ Solution of 3x3 Games by LP Simplex including Duality ➢ Application for Maximising / Minimising Players' Strategy.	**1 Session of 3 Hours**

Note: The teaching of the above subject is to be integrated with the most widely available software.

Reference Text

1. Operation Research - Taha
2. Quantitative Techniques in Management – N.D.Vohra
3. Quantitative Techniques in Management – J.K.Sharma
4. Operations Research, Methods & Problems – Sasieni M. & others
5. Principles of Operations Research – N.M. Wagher
6. Operation Research – V.K.Kapoor
7. C. R. Kothari: Introduction to Operations Research (Vikas)
8. Gupta & Khanna: Quantitative Techniques for decision making (Prentice Hall India)

SEMESTER – II (MFM)

Production management (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	The Production Function-nature and scope, interface with other functional areas like Marketing, Finance, Personnel, Materials.	**1 Session of 3 Hours**
2	Types of Production Systems -Job, Batch and Flow Systems, Assembly lines. Process Plants, Intermittent and Continuous Production.	**1 Session of 3 Hours**
3	Elementary knowledge of Manufacturing processes - Assembling, Fabrication, Forming and Heat Treatment, Welding, Machining and similar Processes.	**1 Session of 3 Hours**
4	Plant Layouts - Objectives, Symptoms of poor layouts, types of layouts - functional, line and static product layouts, group layouts, factors influencing layouts, techniques of optimising layouts.	**1 Session of 3 Hours**
5	Material Handling-objectives, principles and methods of efficient handling, introduction to material handling equipment.	**1 Session of 3 Hours**
6	Problems of Location - types of locational decisions and factors affecting location, location of manufacturing and service units, location of distribution and retail units, location of procurement centres.	**1 Session of 3 Hours**
7	Inventory Management - types of inventory management systems, detailed mathematical treatment of EOQ and MRP Systems, Selective inventory control – techniques like ABCJ analysis, HML analysis, FSN analysis, SDE analysis etc, make & buy decision.	**1 Session of 3 Hours**
8	Scheduling - objectives, elements of scheduling, master scheduling, priority planning, facility loading, sequencing problem of scheduling.	**1 Session of 3 Hours**
9	Network Analysis - Activity Analysis, Network Diagramming, PERT, CPM, Estimation of schedule statistics, earliest and latest start and Finishing times, floats. Cost crashing. Estimation of probability of completion of project in a given time, applications in industry.	**1 Session of 3 Hours**

10	Break Even Point Analysis -concept of break – even point, utility of BEP analysis in short|| and long term decision.	**1 Session of 3 Hours**
11	Reliability, Maintenance and Plant Services - objectives, types of Maintenance Breakdown and preventive maintenance, introduction to estimation of system reliability, Fault tree analysis.	**1 Session of 3 Hours**
12	Quality Control-Total Quality Control, what is quality, inspection, quality control, introduction to control charts & types of control charts - mean, range, proportion defective (P) and charts.	**1 Session of 3 Hours**
13	Emerging Trends - Just-In-Time Manufacturing, Robotics, CAD/CAM/CIM & Concepts of productivity - introduction to productivity techniques, Value Analysis, Value Engineering	**1 Session of 3 Hours**
14	Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference text

1. Production & Operations Management -S. N. Chary
2. Production & Operations Management -James. B. Dilworth
3. Modern Production Management -By E. S. BUFFA
4. Production and Operations Management -By Norman Gaither
5. Theory and problem in Production and operations Management -By S. N. Chary
6. Production and operation Management - By Chunawalla Patel
7. Production & operation Management **–** Kanishka Bedi **–** Oxford
8. Production & operation Management **–** R.C. Manocha
9. Production & operation Management – Muhlemann
10. Production & Operations Management – Kanishka Bedi – Oxford Publications

Business Research Methods 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Relevance & Scope of Research in Management and steps involved in the Research Process	1 Session of 3 Hours
2	Identification of Research Problem and Defining MR problems	1 Session of 3 Hours
3	Research Design	1 Session of 3 Hours
4	Data – Collection Methodology Primary Data – Collection Methods Measurement Techniques Characteristics of Measurement Techniques – Reliability, Validity etc. Secondary Data Collection Methods Library Research References Bibliography, Abstracts, etc.	2 Sessions of 3 Hours Each
5	Primary and Secondary data sources Data collection instruments including in-depth interviews, projective techniques and focus groups	2 Sessions of 3 Hours
6	Data management plan – Sampling & measurement	1 Session of 3 Hours
7	Data analysis – Tabulation, SPSS applications data base, testing for association	1 Session of 3 Hours
8	Analysis Techniques Qualitative & Quantitative Analysis Techniques Techniques of Testing Hypothesis – Chi-square, T-test Correlation & Regression Analysis Analysis of Variance, etc. – Making Choice of an Appropriate Analysis Technique.	3 Sessions of 3 Hours Each
9	Research Report Writing and computer Aided Research Methodology – use of SPSS packages	1 Session of 3 Hours
10	Case Studies and Presentations	2 Sessions of 3 Hours Each

Reference Text

1. Business Research Methods – Cooper Schindler
2. Research Methodology Methods & Techniques – C.R.Kothari
3. D. K. Bhattacharya: Research Methodology (Excel)
4. P. C. Tripathy: A text book of Research Methodology in Social Science(Sultan Chand)
5. Saunder: Research Methods for business students (Pearson)
6. Marketing Research –Hair, Bush, Ortinau (2nd edition Tata McGraw Hill)
7. Marketing Research Text & Cases – (Wrenn, Stevens, Loudon Jaico publication)
8. Marketing Research Essentials – McDaniels & Gates (3rd edition SW College publications)
9. Marketing Research – Aaker, Kumar, Day (7^{th} edition John Wiley & Sons)
10. Business Research Methods – Alan Bryman & Emma Bell – Oxford Publications
11. Business Research Methods – Naval Bajpai – Pearson Publications
12. Research Methodology – S.L Gupta & Hitesh Gupta – International Book House Ltd

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Marketing Management 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Introduction to marketing concept, its relevance in India, marketing mix, marketing structures and systems.	1 Session of 3 Hours
2	Environmental scanning and market opportunity analysis.	1 Session of 3 Hours
3	Buyer Behaviour -household and institutional/organisational.	1 Session of 3 Hours
4	Market segment and segmental analysis.	1 Session of 3 Hours
5	Market estimation - Market potential, demand forecasting and sales forecasting.	1 Session of 3 Hours
6	Marketing Information Systems, Marketing Research, Market Planning.	1 Session of 3 Hours
7	Product mix decisions - product identification, product life cycle, branding and packaging.	1 Session of 3 Hours
8	New product development and management. Pricing policies, structures and methods.	1 Session of 3 Hours
9	Concepts of regulated prices in selected industries.	1 Session of 3 Hours
10	Promotion decision - Communication process, promotion mix, promotion strategies with reference to consumer and industrial products.	1 Session of 3 Hours
11	Advertising and personnel selling decision.	1 Session of 3 Hours
12	Distribution Management - importance of distribution in developing country. Role of middle man, identification, selection and managing dealers. Distribution Channels Management - Physical distribution.	1 Session of 3 Hours
13	Performance and control - Marketing Audit.	1 Session of 3 Hours
14	Case Studies and Presentations	2 Sessions of 3 Hours of Each

Reference Text

1. Marketing Management - Kotler, Keller, Koshy & Jha – 14th edition,

2. Basic Marketing,13th edition, Perrault and McCarthy

3. Marketing management – Indian context Dr.Rajan Saxena

4. Marketing Management – Ramaswamy & Namkumari

5. R. L. Varshuey & S.L.Gupta: Marketing Management An Indian Perspective (Sultan Chand)

6. Adrich Palmer: Introduction to Marketing (Oxford)

7.Marketing – Asian Edition – Paul Baines, Chris Fill, Kelly Page and Piyush K.Sinha – Oxford Publications

8. Marketing Management – Tejashree Patankar – International Book House Ltd

9. Marketing Management – Rajendra P Maheshwari & Lokesh Jindal – International Book House Ltd

Legal Aspects of Business 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	Basic Concepts of Law (Definition of Law, Classification, Writs U/Article 226 & 32), Jurisdiction of Courts (Civil & Criminal prevailing within Mumbai) – Basics of Evidence (Oral, documentary, burden of proof, Examination – in – Chief, Cross Examination, re – examination) – Principles of Natural Justice (Audi Alterem Partem, Rule Against Bias, Speaking Order)	**1 Session of 3 Hours**
2	Indian Contract Act 1872 – Principles of Contract, sections – 2 – 30, 56, quasi – contracts, damages s/73 – 74. Special contracts (Indemnity, Guarantee, bailment, pledge, agency)	**4 Sessions of 3 Hours Each**
3	Indian Companies Act 2013 – Salient Features of the New Act	**3 Sessions of 3 Hours Each**
4	Competition Act – 2002 – Definition & S/3. S/4 and S/5	**2 Sessions of 3Hours**
5	Negotiable Instruments Act 1881, Concept of N.I (Promissory Note, Bill of Exchange & Cheque), Negotiation & dishonor of cheque U/S 138	**3 Session of 3 Hours Each**
7	Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference Text:

Bare Acts
Legal Aspects of Business – David Albquerque (Oxford University Press)
Business Law – N.D.Kapoor
Business Law – Bulchandani
Company Law – Avtar Singh
Income Tax – Dr. Singhania
Indirect Taxes – V.S.Datey
S. S. Gulshan: Mercantile Law (Excel Books)
A. K. Majumdar & G.K. Kapoor: Students guide to Company Law(Taxmann)
S. K. Tuteja: Business Law for Managers (Sultan Chand)

Cost & Management Accounting 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	**Introduction** Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost - Materials, Labour and overheads and their Allocation and Apportionment, preparation of Cost Sheet, Methods of Costing	**1 Session of 3 Hours**
2	• Preparation of cost sheet	**2 Sessions of 3 Hours Each**
3	• Methods of costing – with special reference to job costing, process costing, services costing	**2 Sessions of 3 Hours Each**
4	• Distinction & relationship among Financial Accounting, Cost accounting & Management Accounting	**1 Session of 3Hours**
5	**Marginal Costing** Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi product pricing, replacement, sales etc. Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying.	**3 Sessions of 3 Hours Each**
6	**Budgeting** Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications.	**2 Sessions of 3 Hours Each**
7	**Responsibility Accounting and Transfer Pricing** Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Transfer Pricing: concept, types & importance. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each.	**2 Sessions of 3 Hours Each**
8	• Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference Text:

1. Management Accounting for profit control – Keller & Ferrara
2. Cost Accounting for Managerial Emphasis – Horngreen
3. T. P. Ghosh: Financial Accounting for managers(Taxmann).
4.Management Accounting – Paresh Shah – Oxford Publications
5.Cost Accounting – Dr N.K Gupta & Rajiv Goel – International Book House Ltd
6.Cost Accounting – A Managerial Emphasis – Charles T Horngren – Pearson Publications
7.Management Accounting – Debarshi Bhattacharya – Pearson Publications

Human Resources Management 100 Marks (15 Sessions of 3 Hours Each) Sem II

SL.No	Particulars	Sessions
1	❖ Human Resource Management – ➢ Its Scope, Relationship with other Social Sciences - ➢ Approaches to Human Resource Management / Inter-Disciplinary Approach	**1 Session of 3 Hours**
2	❖ Organization of Personnel Functions – ➢ Personnel Department, Its Organization, Policies, Responsibilities and Place in the Organization.	**1 Session of 3Hours**
3	➢ Manpower Planning ➢ Job Analysis ➢ Job Description ➢ Scientific Recruitment and ➢ Selection Methods.	**2 Sessions of 3 Hours**
4	❖ Motivating Employees – ➢ Motivational Strategies ➢ Incentives Schemes ➢ Job-enrichment, Empowerment - Job-Satisfaction ➢ Morale ➢ Personnel Turnover.	**2 Sessions of 3 Hours**
5	❖ Performance Appraisal Systems ➢ MBO Approach ➢ Performance Counselling ➢ Career Planning.	**2 Sessions of 3 Hours Each**
6	❖ Training & Development – ➢ Identification of Training Needs ➢ Training Methods ➢ Management Development Programmes.	**1 Session of 3 Hours**

7	❖ Organisation Development – ➢ Organisation Structures ➢ Re-engineering, Multi-Skilling ➢ BPR.	**1 Session of 3 Hours**
8	❖ Management of Organizational Change.	**1 Session of 3 Hours**
9	❖ HRD Strategies for Long Term Planning & Growth. Productivity and Human Resource Management	**2 Sessions of 3 Hours Each**
10	❖ Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference Text

1. Human Resource Management – P.Subba Rao
2. Personnel Management – C.B. Mammoria
3. Dessler: Human Resource Management(Prentice Hall India)
4. Personnel/Human Resource Management: DeCenzo & Robbins (Prentice Hall India)
5. D. K. Bhattacharya: Human Resource Management (Excel)
6. VSP Rao – Human Resource Management(Excel)
7. Gomez: Managing Human Resource (Prentice Hall India)
8. Human Resource Management – Dr P Jyothi and Dr D.N Venkatesh – Oxford Publications

SEMESTER – III (MFM)

International Business - 15 Sessions of 3 Hours University Assessment 100 Marks Sem III

SL. No.	Particulars	No. of Sessions
01	**Introduction to International Business** a) Objective, Scope, Importance and Current Trends b) Domestic Business v/s International Business c) Reasons For International Business – For Corporates and Country d) Modes of Entry and Operation	**2 Sessions of 3 Hours**
02	**PEST Factors and Impact on International Business** a) Risk Analysis b) Decisions to overcome or managing risks – a live current case	**1 Session of 3 Hours**
03	**Investment Management in International Business** a) Foreign Direct Investment b) Offshore Banking c) Foreign Exchange Dealings and numericals in business d) Resource Mobilization through portfolio/GDR/ADR e) Other options of funding in ventures and case discussions	**1 Session of 3 Hours**
04	**Multinational Corporations** a) Structure, system and operation b) Advantages and Disadvantages – Case discussion c) Current Opportunities of Indian MNCs and Case discussion d) Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances.	**1 Session of 3 Hours**
05	**Globalization** a) Concept and Practice b) Role of Global Organisation and Global Managers c) Stages of building Global companies and competitiveness d) Global competitive advantages of India - Sectors and Industries – Case study	**2 Sessions of 3 Hours**
06	**International Organisations and their role in international business** a) WTO b) World Bank c) ADB d) IMF and others Case study	**1 Session of 3 Hours**

07	**Regional Trade Agreements and Free Trade Agreements (RTA and FTA)** a) NAFTA b) EC c) ASEAN d) COMESA e) LAC f) Others – Case Study	**1 Session of 3 Hours**
08	**Trade Theories and relevance in International Business** a) Absolute advantage b) Comparative advantage c) Competitive advantages d) Purchasing power points e) PLC theory f) Others – Case study	**1 Session of 3 Hours**
09	**International Logistics and Supply Chain** a) Concepts and Practice b) Components of logistics and impact on trade c) Others – Case Study	**1 Session of 3 Hours**
10	**International HR Strategies** a) Unique Characteristics of Global HR b) HR – Challenges c) Ethical Issues d) Regulator, Aspects of HR e) Others - Case Study	**1 Session of 3 Hours**
11	Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.	**1 Session of 3 Hours**
12	**Case Studies and Presentations**	**2 Sessions of 3 Hours**

Reference Text

1. International Business – Daniels and Radebough
2. International Business – Sundaram and Black
3. International Business – Roebuck and Simon
4. International Business – Charles Hill
5. International Business – Subba Rao
6. International Business – Alan Sitkin & Nick Bowen – Oxford Publications
7. International Business: - Concept, Environment & Strategy – Vyuptakesh Sharan – Pearson Publications

Management Information Systems University Assessment 100 marks (15 Sessions of 3 Hours Each) Sem III

SL.No	Particulars	Sessions
1	❖ Basic Information Concepts and Definitions ❖ Need for Information and Information Systems (IS) in an organization ❖ Characteristics of Information and Organisation with respect to organization form, structure , philosophy, hierarchy etc	**1 Session of 3 Hours**
2	❖ Types of IS – Transaction ❖ Operational Control ❖ Management Control ❖ Decision Support ❖ Executive Information Systems	**1 Session of 3 Hours**
3	❖ Determining Information Needs for an Organisation/Individual Manager ❖ Overview of use of data flow method, analysis of information for decision processes etc.	**1 Session of 3 Hours**
4	❖ Strategic use of Information and IS – Use of Information for Customer Bonding ❖ For Knowledge Management ❖ For innovation, ❖ For Managing Business Risks ❖ For Creating a new business models and new business reality.	**2 Sessions of 3 Hours Each**
5	❖ Information Security – ❖ Sensitize students to the need for information security ❖ Concepts such as confidentiality, Integrity and Availability. Types of threats and risk, overview of some of the manual, procedural and automated controls in real life IT environments.	**2 Sessions of 3 Hours Each**
6	❖ Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference Text:

1. MIS a Conceptual Framework by Davis and Olson
2. Analysis and Design of Information Systems by James Senn
3. Case Studies : Case on ABC Industrial Gases – Author : Prof Pradeep Pendse
Mrs Fields Cookies – Harvard Case Study
Select Business Cases identified by each Group of Students for work thru the entire subject
2-3 Cases on Requirements Management – Author : Prof Pradeep Pendse
4. O'brien: MIS (TMH)
5. Ashok Arora & Bhatia: Management Information Systems (Excel)
6. Jessup & Valacich: Information Systems Today (Prentice Hall India)
7. L. M. Prasad : Management Information Systems (Sultan Chand)
8. Management Information Systems – Girdhar Joshi – Oxford Publications
9. Management Information Systems – M.Jaiswal & M.Mittal – Oxford Publications
10. Management Information Systems – Hitesh Gupta – International Book House Ltd
11. Management Information Systems – Dr Sahil Raj – Pearson Publications

Financial Management University Assessment 100 marks (15 Sessions of 3 Hours Each) Sem III

SL.No	Particulars	Sessions
1	Objective of Financial Management Financial Performance Appraisal using Ratio Analysis, Funds Flow Analysis & Cash Flow Analysis	**2 Sessions of 3 Hours Each**
2	Sources of Finance - Short Term/Long Term, Domestic / Foreign, Equity/Borrowings/Mixed etc. Cost of Capital & Capital - Structure Planning, Capital Budgeting & Investment Decision Analysis (using Time Value	**2 Sessions of 3 Hours Each**
3	➢ Working Capital Management - Estimation & Financing, Inventory Management, Receivable Management, Cash Management ➢ Divided Policy / Bonus - Theory & Practice	**2 Sessions of 3 Hours Each**
4	Investment (Project) identification, feasibility analysis with sensitivities, constraints and long term cash flow projection. Financing Options - structuring & evaluation off-shore/ on-shore Instruments, multiple option bonds, risk analysis, financial engineering, leasing, hire purchase, foreign direct investment, private placement, issue of convertible bonds etc.	**2 Sessions of 3 Hours Each**
5	Financial Benchmarking -- concept of shareholder value maximization, interest rate structuring, bond valuations Banking - consortium banking for working capital management, credit appraisal by banks, periodic reporting, enhancement of credit limits, bank guarantees, trade finance, receivable financing, documentary credit, routing of documents through banks, correspondent banking, sales and realisation with foreign country clients, process of invoicing, reail products, high value capital equipment, periodic invoicing for large value infrastructure projects, Escrow accounts	**3 Sessions of 3 Hours Each**
6	➢ Valuation of projects and investment opportunities - due diligence procedures ➢ Credit Rating of Countries/ State / Investment & Instruments ➢ Joint Venture formulations - FIPS / RBI ➢ Infrastructure financing ➢ Issues & considerations, financial feasibility, pricing & earning model	**2 Sessions of 3 Hours Each**
7	Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference Text:

1. Financial Management - Brigham
2. Financial Management - Khan & Jain
3. Financial Management - Prasanna Chandra
4. Financial Management - Maheshwari
5. Financial Management – S.C.Pandey
6. Van Horne & Wachowiz: Fundamentals of Financial Management (Prentice Hall India)
7. Sharan: Fundamentals of Financial Management (Pearson)
8. Financial Management – Rajiv Srivastava & Anil Misra – Oxford Publications
9. Financial Management – Chandra Hariharan Iyer – International Book House Ltd
10. Fundamentals of Financial Management – Sheeba Kapil – Pearson Publications

Taxation 100 Marks (15 Sessions of 3 Hours Each) Sem III

SL.No	Particulars	Sessions
1	The structured and scope of Indian Income-tax Act-Concepts and definitions under the Act	**2 Sessions of 3 Hours Each**
2	Agricultural Income, Assesses, Assessment Year, Income, Capital and Revenue Expenditure, Previous Year, Person, Residence, Company, Dividend, Total Income.	**3 Sessions of 3 Hours Each**
3	Heads of Income: Salaries, Interests on Securities, Income from House Property, Profit and Gain of Business or Professions, Capital Gains, and Income from other Sources.	**3 Sessions of 3 Hours Each**
4	Rebates and Reliefs-Treatments of losses-Computation of Total Income and Determination of Tax Liability-Companies (Profit) Sur-tax Act.	**2 Sessions of 3 Hours Each**
5	Central Excise Act 1944, Principles of Liability for payment of Excise duty/CENVAT	**1 Session of 3 Hours Each**
6	Service Tax – General Review of Service Tax Liability	**1 Session of 3 Hours Each**
7	Central Sales Tax and Maharashtra VAT Act	**1 Session of 3 Hours Each**
8	Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference Text:

Direct Taxes – Taxmann
Indirect Taxes - Taxmann
Direct Taxes & Indirect Taxes - Ainapure & Ainapure
Service Tax & Value Added Tax – Arvind Dubey
V Balachandran – Indirect Taxes
Dr H.C Malhotra & Dr S.P Goyal – Direct Taxes

Creativity & Innovation Management 100 marks (15 Sessions of 3 Hours Each) Sem III

SL.No	Particulars	Sessions
1	Introduction to Creativity and Innovation Nature of Creativity: Person, Process, Product and Environment Nature of Innovation: Making the Idea a Reality	**2 Sessions of 3 Hours Each**
2	Need for Creativity and Innovation in Organizations Role of Creativity and Innovation in the Organisation Dynamics that underlie Creative Thinking	**3 Sessions of 3 Hours Each**
3	Creative insight: Why do good ideas come to us and when they do? Idea evaluation: What to do with generated ideas? Creativity in Teams	**2 Sessions of 3 Hours Each**
4	Developing and Contributing to a Creative-Innovation Team Managing for Creativity and Innovation Tools and Techniques in Creativity	**2 Sessions of 3 Hours Each**
5	Evolving a Culture of Creativity and Innovation in Organizations Creativity in the Workplace Creativity and Change Leadership	**2 Sessions of 3 Hours Each**
6	Researching/Assessing Creativity Global Perspectives on Creativity	**2 Sessions of 3 Hours Each**
7	Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference Text

Innovation Management – Allan Afuah – Oxford Publications
Managing & Shaping Innovation – Steve Conway & Fred Steward – Oxford Publications

MASTERS IN FINANCIAL MANAGEMENT
SEMESTER – IV

Financial Markets, Products & Institutions 100 marks (15 Sessions of 3 Hours Each) Sem IV

SL.No	Particulars	Sessions
1	**Financial Markets** Primary and Secondary Market OTC and Exchange markets Financial Securities Market Operations Financial market activities - Speculation, Hedging and Arbitrage	**2 Sessions of 3 Hours Each**
2	**Financial Institutions** Stock and Other Exchanges Clearing House Mechanisms and Clearing Corporations Commercial Banks and Investment Banks Broking Houses PMS, Hedge Funds Mutual Funds and Insurance Firms Other types of Financial Institutions	**2 Sessions of 3 Hours Each**
3	**Financial Instruments** Equity Debt Derivatives - Forwards, Futures and Options Equity and Equity Index derivatives Fixed-Income and Interest Rate Derivatives Currency Derivatives Commodity Derivatives Swaps and Swap options Mortgages and MBS	**2 Sessions of 3 Hours Each**
4	**Fixed Income Instruments** Time Value of Money Bond Characteristics Bond Types - Sovereign, Municipal, Agency, Corporate, etc. Coupon Types - Zero Coupon, Fixed Rate Coupon, Floating Rate Coupon Risk-free Rate of Interest Term Structure of Interest Rates Yield to Maturity (YTM) Bond Pricing Using Yield-to-Maturity (YTM) Estimation of YTM from market data Spot Rates / Zero Coupon Yield (ZCY) Bond Pricing using ZCYC curve Bootstrapping ZCYC from YTMC Forward Rates Yield Curve construction using methods like: bootstrapping, linear interpolation, polynomial interpolations. Pricing Floaters and Inverse Floaters	**5 Sessions of 3 Hours Each**

	Fixed Income & Money Market returns : Coupon Rate, Current Yield, Yield-To-Maturity, Discount Yield, Money Market Yield, Par Yield, Bond-equivalent Yield, Yield-To-Call/Yield-To-Put Price Yield Relationship	
5	**Fixed Income Risk Measures** Bond Duration, Modified Duration Bond Convexity Price Value of Basis Point (PVBP)	**2 Sessions of 3 Hours Each**
7	Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference Text:

1. Financial Markets and Institutions by Anthony Saunders- Tata McGraw Hill Publication
2. SEBI Guidelines (available on net) on Mutual funds.
3. Handouts / Soft copies ('Excel bond') on some topics like Bond Mathematics, Portfolio Management, Evaluation of Mutual Fund performance etc will be given.
4. Financial Institutions & Markets – Meir Kohn – Oxford Publications
5. Indian Financial System – Dr S.C Bihari – International Book House Ltd
6. Financial Markets & Institutions – Fredric S Mishkin, Stanley G Eakins – Pearson Publications

International Finance 15 Sessions of 3 Hours 100 Marks Sem IV

SL.No	Particulars	Sessions
1	**Fundamental equilibrium relationships covered interest parity, purchasing power parity & Fisher open theorem.** ❖ Foreign Exchange exposure; transaction & operating. ❖ Derivatives Pricing & Analysis; foreign exchange arithmetic, foreign exchange swaps, forward contracts, financial futures & financial swaps. ❖ Currency options fixed income analytic & interest rate options. ❖ Capital budgeting for international projects, international cash management, international asset pricing theories, Financial Aspects of International Negotiations.	**3 Sessions of 3 Hours**
2	**Operations of foreign exchange markets, modes & mechanism of spot & forward** ❖ Exchange contracts. ❖ Exchange trading & position. ➢ Syndication, Swaps, Options, Offshore banking, International Money, Capital & Foreign Exchange Markets with reference to New York, London, Tokyo, Hong Kong & Singapore.	**3 Sessions of 3 Hours**
3	**Theories of exchange rates.** ❖ Purchasing power parity theory. ❖ Demand supply & elasticity in foreign exchange rate determination. ❖ Balance of Payments theory. Historical perceptive on exchange rate, Gold Standard. ❖ Inter-war instability, Bretton woods, fixed exchange rates, fluctuating exchange rates Case for fixed or fluctuating exchange rates. The changing nature of world money. ❖ The rise of private world money.	**5 Sessions of 3 Hours**

	➢ Euro-currencies, Euro-dollars, European Currency Unit ➢ C.R.U., their mechanics & impact, ❖ International capital-flows & shocks. ❖ International debt problem - its origin, history & status. ❖ International liquidity & SDRs.	
4	**Innovative International Financial Products** Socio-Political Issues in Strategic International Financial Management (with special reference to multi-national corporations)	**2 Sessions of 3 Hours**
5	Case Studies and Presentations	**2 Sessions of 3 Hours**

ReferenceText:

1. International Finance – Avadhani
2. Foreign Exchange Management – A.V.Rajwade
3. International Finance – Thomas J.O'Brien – Oxford Publications

Corporate valuation 15 Sessions of 3 Hours 100 Marks Sem IV

SL.No	Particulars	Sessions
1	Approaches to Valuation	**1 Session of 3 Hours**
2	Valuation Tools: An overview The Time Value of Money, Risk Measurement, Accounting data, Statistics, Looking for Relationships in the Data Purposes For Valuation And Various Special Situations	**1 Session of 3 Hours**
3	Discounted Cash Flow Valuation a. Basics b. Estimating Inputs □ Discount Rates □ Growth flows □ Growth □ Growth Patterns c. Choosing the Right Model d. Loose Ends □ Dealing with Cash and Cross Holdings □ Dealing with Management Options/ Warrants/ Convertibles e. Examples of Valuation	**2 Sessions of 3 Hours**
4	Relative Valuation a. Basics and Tests b. Multiples □ PE Ratio □ PEG Ratios □ Relative PE Ratios □ EV/EBIT Multiples □ Book Value Ratios □ Sales Multiples □ Choosing the right multiple	**3 Sessions of 3 Hours**
5	Brand Name Valuation	**1 Session of 3 Hours**
6	Valuing Private Companies	**1 Session of 3 Hours**
7	Option Pricing Applications in Valuation	**1 Session of 3 Hours**
8	Valuation in Acquisitions	**2 Sessions of 3 Hours**
9	Value Enhancement : DCF, EVA, and CFROI	**1 Session of 3 Hours**
10	Case Studies and Presentations	**2 Sessions of 3 Hours**

Reference Text:

- Koeller, Goedhart, and Wessels, Valuation: Measuring and Managing the Value of
- Companies, John Wiley & Sons, 4th Edition, 2005.
- Palepu, Healy, and Bernard, Business Analysis and Valuation Using Financial Statements,
- Southwestern Publishing, 3rd Edition, 2000.
- Pereiro, Valuation of Companies in Emerging Markets: A Practical Approach, John Wiley & Sons, 1st Edition, 2002.
- Ross, Westerfield, Jaffe, Corporate Finance
- Brearly Myers , Corporate Finance
- Aswath Damodaran, Valuations

Corporate Law 15 Sessions of 3 Hours 100 Marks Sem IV

SL.No	Particulars	Sessions
1	Definition of Securities U/Securities Contract Regulation Act 1956. -SEBI Act 1992 -Depositories Act 1996 SEBI (Issue of Capital & Disclosure Requirement Regulations 2009) -SEBI Mutual Fund Regulations -SEBI Insider Trading Regulations -SEBI Takeover Code 2011	**3 Sessions of 3 Hours**
2	FEMA 1999 – Salient Features – Capital Account & Current Account Transactions	**2 Sessions of 3 Hours Each**
3	DRT Act 1993 – R/W Securitisation Act 2002	**2 Sessions of 3 Hours Each**
4	Prevention of Money Laundering Act	**2 Sessions of 3 Hours**
5	Law relating to NBFC (S/45 (I) of RBI Act 1934)	**2 Sessions of 3 Hours Each**
6	Recovery of Money inclusive of Concept under limitations Act 1963	**2 Sessions of 3 Hours Each**
7	Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference Books: -

Banking Regulation Act (Commentary) – Seth, P.R Kulkarni, Justice A.B Srivastava
Banker's Manual – Modern Law Publications
Guide to FEMA with Ready Reckoner and RBI Circulars – T.R Ramamurthy
RBI Act – Private Publication
Guide to Prevention of Money Laundering Act with Rules and Notifications – Ritika Garg and Bharat Agarwal
SEBI Manual Taxmann
FEMA Manual Khilnani – Snowwhite Publishers
NBFC – Taxmann
Corporate Laws by Dr Anil Kumar – International Book House Ltd

Security Analysis and Portfolio Management 15 Sessions of 3 Hours 100 Marks Sem IV

SL.No	Particulars	Sessions
1	Risk And Return Risk and return in each asset class - equity, fixed income, MF etc. · Simple determination of stock market price using time value of money - simple one period and multi period case. · Return on common stock under uncertainty, for a single stock Expected Return, Variance of Return, Concept of probability Distribution of Returns. · Co-movement of two Assets returns, Measuring of Covariance definition and Simple Numerical Example, Correlation Coefficient · Two asset portfolio case, expected return and variance of returns of a Two asset Portfolio Simple Numerical Example and Graphical Illustration · Diversification of Risk, Systematic and Unsystematic risk	**2 Sessions of 3 Hours**
2	MODERN PORTFOLIO THEORY · General N-asset Portfolio Problem, Marches Model: Objectives Function and Constraints, Meaning of Efficient Frontier / Set, Concept of CML (Capital Market Line), Concept of Market Portfolio, Risk Free rate, Borrowing and Lending rates.	**2 Sessions of 3 Hours**
3	SHARP'S SINGLE INDEX OR MARKET MODEL: · How Asset Returns move with the market. · Slope of security Market Line (SML) · Properties of any asset on the line. · Assumptions and some empirical evidence of CAPM · Arbitrage pricing theory - Introduction	**2 Sessions of 3 Hours**

4	CAPITAL ASSET PRICING MODEL: · Statement of CAPM. · Slope of security Market Line (SML) · Properties of any asset on the line. · Assumptions and some empirical evidence of CAPM · Arbitrage pricing theory – Introduction	**2 Sessions of 3 Hours**
5	EFFICIENT MARKET HYPOTHESIS (EMH) : · Random walk theory · Weak, Semi-Strong and Strong form · Empirical Evidence of EMH · Anomalies in the markets: Firm Size Effect, January Effect, Monday Effect.	**2 Sessions of 3 Hours**
6	Hedging, speculation and managing risk - return balance Effect of taxation on investment decision, permissible deductions, exemptions, tax free investments, tax lots and loss harvesting Asset allocation basics - as per IPS, tolerance definitions, substitution rules Weighted average cost of capital, portfolio beta and risk premium Using fundamental analysis for security selection and technical analysis for timing of orders Investor behaviour analysis - cyclic nature, need induced decisions, tax dependencies, risk and return expectations, modeling using intelligence derived from behavioural analysis	**2 Sessions of 3 Hours**
7	PORTFOLIO PERFORMANCE MEASURES · Sharp Index · Treynor Index · Jensen's Measure · Empirical Test of Mutual Fund Performance & EMH	**1 Session of 3 Hours**
8	Case Studies and Presentations	**2 Sessions of 3 Hours**

Reference Text:

1. Security Analysis and Portfolio Management (6th Edn.) By Donald Fischer and Ronald Jordan, Prentice Hall of India (1995)
2. Securities Analysis and Portfolio Management , Prasanna Chandra, Tata McGraw Hill (2002)

MASTERS IN FINANCIAL MANAGEMENT
SEMESTER –V

Management of Banks & Financial services 100 Marks (15 Sessions of 3 Hours Each) Sem V

SL.No	Particulars	Sessions
1	An overview of 'Banking History' of India - India's banking system before and after the announcement of new economic policy	1 Session of 3 Hours
2	Reference to Bank Reform Committees' Reports -Central Bank and its supervisory overall role	1 Session of 3 Hours
3	Nationalized. Foreign, Co-operative and Private Banks - Fund based and Non fund based Operations of a bank	2 Sessions of 3 Hours each
4	Management of bank's branch network - Risk Management in Financial Services Organisation on Intellect Controls of Fraud Preventions -MIS in Banking - Bank's Profitability and Liquidity, Capital adequacy.	2 Sessions of 3 Hours each
5	Business Combinations - Better accountability and freedom for banks - India's Rural Banking System - EXIM Bank - SIDBI.	2 Sessions of 3 Hours each
6	Financial Services Network in India - Rules & Guidelines framed by SEBI - Intermediaries for Financial services and their specific functioning - Merchant Bankers, Non Banking Finance Companies, Financial Consultancy Services - Participation of Flls and other foreign institutions	3 Sessions of 3 Hours each
7	Operational Management of a Financial services organisation - Innovative Financial services and instruments - Future of financial services in India and Worldwide.	2 Sessions of 3 Hours each
8	Case Studies and Presentations	2 Sessions of 3 Hours each

Reference Text:

1. Banking in the new Millennium by ICFAI University banking series edited by N Rajashekar, Year 2001.

2. Banking Strategy by ICFAI University banking series edited by Katuri Nageshwara Rao, Year 2002.

3. Central Banking by Charles Goodhart

4. International Corporate and Investment Banking : Practice and Law by Largan Mark, UK/Institute of Financial Services/2003

5. European Banking and Financial Services Law by Gerster /Schwander, Netherland/Kluwer Law Int/2004

6. Banking Supervision and Systemic Bank Restructuring : An International and Comparative Legal Perspective - By Mwenda Kenneeth Kaoma, London/Cavendis Pub/2000.

7. Risk Management in Banking- 2nd ,By Bessis Joel, Chichester/John Wiley/2004.

8. Commercial Banking : The Management of Risk-2nd By Frster Donald R/Gup Benton E/Kolari James W, Australia/South-Western/2001.

9. Strategic Business Management and Banking, By Sarkar A N, New Delhi Deep&Deep/2005/.

Derivatives and Risk Management 15 Sessions of 3 Hours 100 Marks Sem V

SL.No	Particulars	Sessions
1	Introduction to Derivatives · Application of Derivatives – for Risk Management & Speculation (Leveraging) · Basic Terms & properties of Options / Futures / Forwards	**1 Session of 3 Hours**
2	Futures & Forwards · Pricing & Valuation of Futures/Forwards · Risk Management using Futures · Basis Risk · Introduction to Currencies /Commodity/Interest rate futures	**1 Session of 3 Hours**
3	Mechanics & Properties of Options · Boundry Conditions for options · Put-call parity and its interpretation · Options sensitivity to the o Underlying o Volatility o Strike price o Interest rate o Time to expiration	**2 Sessions of 3 Hours**
4	Basic Option strategies	**1 Session of 3 Hours**
5	**Trading** 1. Directional Strategies (A Call/Put/Bull Call/Spread etc. 2. Volatility based strategies (Straddle/Strangle /Calendar Spread) 3. Economic Rationale behind spreading	**1 Session of 3 Hours**
6	**Risk Management** · Protective Put · Covered Call	**1 Session of 3 Hours**
7	1. Introduction to Option Valuation · Binomial Model for Valuation · Risk Neutral probabilities and their interpretation Binomial Model's application for American options where the underlying pays the dividend · Black & Scholes Model □ Understanding Weiner& Markov processes □ Log – Normal distribution □ ITO – LEMMA & its application in Stochastic processes □ Using ITO – LEMMA – to derive Black & Scholes Model for stock /currency options □ Interpreting the B & S formula □ Seeing Options sensitivity to different variable using Excel	**2 Sessions of 3 Hours**

8	2. Understanding Options Greeks · Delta/Theta/Vega & Gamma risks of options · Understanding option Greeks for various trading strategies (volatility & Directional Spreads) · Delta /Dynamic Hedging and relating the cost of Delta hedging with the option price determined by Black & Scholes – Model. · Elasticity (Beta) of an option in the CAPM framework. This would "clarify" the "risk return" profile (which is often misunderstood for various options trading strategies)	**2 Sessions of 3 Hours**
9	3. Options Volatility · Historical & Implied Volatility · Volatility Smile · Term Structure of Volatility · Some advance Models of volatility estimation · Value At Risk · Historical Simulation · Model Building Approach · Stress Testing & Back Testing	**2 Sessions of 3 Hours**
10	Case Studies and Presentations	**2 Sessions of 3 Hours**

Reference Text:

1. Options, Future & Other Derivatives – by John. C.Hull
2. Applied Derivatives – Richard .J. Rendleman, Jr
Special Focus on:
Chap: 2 -- PUT – CALL Parity
Chap : 3 & 4 -- Binomial Option Pricing Models
3. Option Volatility & Pricing – Sheldon Naten Berg
An excellent book from options trading perspective. A handout on option Greeks will be given to
students at the appropriate time.
4. The New Options Market – Max Ansbacher
Again an excellent book from option trading perspective. A handout on trading strategies will be given to the students.
5. Derivatives – The Wild beast of Finance – Alfred Steinherr
This books deals in detail with the following well-known disasters with Derivatives.

Metallgesellschaft **–** (Rollover Risk)

o Barings (LESSON'S **–** CASE) **–** Highly speculation & Leverages position in Derivatives

o Hedge Funds & the collapse of LTCM (Long Term Capital Management)
Derivatives & Risk Management – Rajiv Srivastava – Oxford Publications
Derivatives & Risk Management – Sundaram Janakiramanan – Pearson Publications
Options , Futures & Other Derivatives – John C Hull, Sankarshan Basu – Pearson Publications

Mergers, Acquisitions & Corporate Restructuring 15 Sessions of 3 Hours 100 Marks Sem V

SL no	Particulars	Sessions
1.	Need for restructuring	**1 session of 3 hours**
2.	Various forms of Restructuring, viz Mergers, Acquisitions, Amalgamation, Slump Sales, Take Overs, Spin-off etc. and implications thereof vis-a-vis strategic.	**2 sessions of 3 hours**
3	Valuation of business brands, human resource capital intangible assets etc	**2 sessions of 3 hours**
4	Statutory regulations under Companies Act, SEBI Regulations Listing agreements allied bodies vis-a-vis compliance therewith.	**2 sessions of 3 hours**
5	Taxation aspects of restructuring, mergers etc..	**1 session of 3 hours**
6	Leveraged buy-outs	**1 session of 3 hours**
7	Doctrine of due diligence	**1 session of 3 hours**
8	Other implications of take-overs mergers etc	**1 session of 3 hours**
9	Cases of specific instances of Mergers, De-mergers etc.	**2 sessions of 3 hours**
10	Case Studies and Presentations	**2 sessions of 3 hours**

Reference Text:

1. Valuation – Capeland
2. Valuation – Damodaran
3. Mergers & Acquisitions – Rajinder S Aurora – Oxford Publications
4. Mergers, Acquisitions & Corporate Restructuring – Rabi Narayan Kar – International Book House Ltd
5. Creating Value from Mergers & Acquisitions – Sudi Sudarsanam – Pearson Publications

Behavioural Finance 100 marks (15 Sessions of 3 Hours Each) Sem V

SL.No	Particulars	Sessions
1	Investment Decision Cycle: Judgment under Uncertainty :Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Weber law -Subjective probability – Representativeness – Anchoring- Asymmetric perception of gains and losses framing and other behavioral effects - Exponential discounting - Human economic behavior - Discount factors for short and long horizons - Experimental measurement of the discount factor - Hyperbolic discounting.	**2 Sessions of 3 Hours Each**
2	Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Decision-making in historical prospective - Allais and Elsberg's Paradoxes - Rationality from an economics and evolutionary prospective – Herbert Simon and bounded rationality- Investor rationality and market efficiency - Empirical data that questions market efficiency.	**2 Sessions of 3 Hours Each**
3	Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental Information, Technical Analysis, and Behavioral Factors.	**2 Sessions of 3 Hours Each**
4	External Factors and Investor Behavior: Weather, Emotions, and Financial Markets: Sunshine, Geomagnetic Activity - Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation - Misattribution as a mechanism for externals factors influence - Statistical methodology for capturing the effects of external influence onto stock market returns - Emotional content of news articles and their correlation with market dynamics - Social trends and market dynamics: music, fashion, demographics - Active portfolio management – the source of the systematic underperformance. Fundamental information and technical analysis – the case for psychological influence.	**2 Sessions of 3 Hours Each**

SL.No	Particulars	Sessions
5	External Factors and Investor Behavior: Weather, Emotions, and Financial Markets: Sunshine, Geomagnetic Activity - Mechanisms of the External Factor influence on risk perception and attitudes - Connection to human psychophysiology and emotional regulation - Misattribution as a mechanism for externals factors influence - Statistical methodology for capturing the effects of external influence onto stock market returns - Emotional content of news articles and their correlation with market dynamics - Social trends and market dynamics: music, fashion, demographics - Active portfolio management – the source of the systematic underperformance. Fundamental information and technical analysis – the case for psychological influence.	**2 Sessions of 3 Hours Each**
6	Behavioral Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing - Timing of Good and Bad Corporate News Announcement - Mergers and Acquisitions and the Winner's Curse - M&A waves and market timing - IPO under pricing - Systematic excessive optimism and Over confidence in managers' decisions. Company Name and its Market value - Sunk costs and mental accounting. Evolutionary explanations for behavioral effects - Evidence from behavioral game theory - Systematic approach to using behavioral factors in corporate decision-making.	**2 Sessions of 3 Hours Each**
7	Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains - Evolutionary prospective and emotions. Proximal and ultimate mechanisms framework – Making decisions with "play" and real money - Modulating altruistic behavior by utilizing the essentials of the specific proximal mechanisms - Emotions and rationality - Antonio Damasio and somatic markers	**1 Session of 3 Hours Each**
8	Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference Books

- Behavioral Finance: Psychology, Decision-Making, and Markets", by Ackert and Deaves.
- Understanding Behavioral Finance by Ackert
- The Psychology of Investing by John R. Nofsinger, Pearson Prentice Hall, (4th Edition)
- What Investors Really Want - Learn the lessons of behavioral Finance, Meir Statman, McGraw-Hill
- Handbook of Behavioral Finance – Brian R. Bruce
- Behavioral finance - Wiley Finance - Joachim Goldberg, Rüdiger von Nitzsch

- Plous, Scott, 1993, The Psychology of Judgment and Decision Making, Ch 10-15
- Shleifer, Andrei, 2000, Are Financial Markets Efficient?, Chapter 1 in Inefficient Markets, Oxford University Press.
- Ackert, L., and R. Deaves, 2010, Behavioral Finance: Psychology, Decision-Making and Markets, South-Western Cengage Learning, Mason, Ohio.
- Nofsinger, J. R., 2001, Investment Madness, Prentice Hall.
- Mitchell, O. S., and S. P. Utkus, eds., 2004. Pension Design and Structure: New Lessons from Behavioral Finance (Oxford University Press, New York, New York).
- Shleifer, Andrei (2000): Ineffcient Markets: An Introduction to Behavioral Finance,Oxford University Press, Oxford.
- Montier, James (2002): Behavioural Finance, John Wiley & Sons, New York.
- Plous, S. (1993). The psychology of judgment and decision-making NY: McGraw-Hill.

Industry Oriented Dissertation Project 100 marks Sem V

MASTERS IN FINANCIAL MANAGEMENT
SEMESTER –VI

Strategic Management 100 marks University Assessment (15 Sessions of 3 Hours Each) Sem VI

SL.No	Particulars	Sessions
1	Introduction to Strategic Management	**1 Session of 3 Hours Each**
2	Strategic Management Process : Vision, Mission, Goal, Philosophy, Policies of an Organisation	**1 Session of 3 Hours Each**
3	Strategy, Strategy as planned action, its importance, Process and advantages of planning Strategic v/s Operational Planning	**1 Session of 3 Hours Each**
4	**Strategy Choices** Hierarchy of Strategies Types of Strategies Porter's Generic Strategies Competitive Strategies and Strategies for different industries and company situations Strategy Development for Non-profit, Non-business oriented organizations Mckinsey's 7 S Model: Strategy, Style, Structure, Systems, Staff, Skills and Shared values.	**2 Sessions of 3 Hours Each**
5	**External and Industry Analysis** General Environment Industry / Competitive Environment Identifying industry's dominant features Porter's Five Forces of Competitive Analysis Analytic Tools: EFE Matrix and CPM	**1 Session of 3 Hours Each**
6	**Internal Analysis** Assessment of Company Performance Management & Business Functions Framework Other Frameworks for Organisational and Internal Analysis Analytical Tool: IFE Matrix	**1 Session of 3 Hours Each**
7	**Strategy Analysis and Formulation Tools** SWOT Matrix SPACE Matrix BCG Matrix IE Matrix GE – McKinsey Matrix Grand Strategy Matrix Strategy Mapping and the Balanced Scorecard	**1 Session of 3 Hours Each**
8	Growth Accelerators: Business Web, Market Power, Learning based. Management Control, Elements, Components of Management Information Systems	**1 Session of 3 Hours Each**

9	**Strategy Evaluation and Control** Performance Measurement and Monitoring	**1 Session of 3 Hours Each**
10	Financial Projections and Financial Impact of Strategies	**1 Session of 3 Hours Each**
11	**Miscellaneous Management Topics** Social Responsibility Environmental Sustainability Value Chain Analysis Economic Value Added (EVA) Market Value Added (MVA) Strategic Issues in a Global Environment	**2 Sessions of 3 Hours Each**
12	Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference Text

1. Strategic Management – Thompson & Striekland McGraw Hill Irwin
2. Competitive advantage – Michael Porter
3. Competitive strategy – Michael Porter
4. Strategic Management – N Chandrasekaran & P.S Ananthanarayanan – Oxford Publications
5. Understanding Strategic Management - Anthony Henry – Oxford Publications
6. Concepts in Strategic Management & Business Policy – Toward Global Sustainability – Thomas L Wheelen, J David Hunger – Pearson Publications

Treasury Management 100 Marks University Assessment (15 Sessions of 3 Hours Each) Sem VI

SL.No	Particulars	Sessions
1	**Objectives of Treasury** Structure and Organization Functions of a Treasurer Responsibility of a Treasurer	**1 Session of 3 Hours**
2	Cost Centre / Profit Centre, Integrated Treasury, Planning & Control, Risk Analysis	**2 Sessions of 3 Hours Each**
3	**Liquidity Management - CRR / CCIL / RTGS** Objectives, Sources and deployment Internet control, Netting	**2 Sessions of 3 Hours Each**
4	**Implications of Treasury on International Banking** Global scenario & treasury operation Exchange rate mechanism Structure : Front, Back & Mid office Dealing and trading operations : Control and orderly conduct, moral and ethical codes, checks of balances Revaluation : Mark to market and profit calculations, VaR (Value at Risk)	**2 Sessions of 3 Hours Each**
5	**Regulation, Supervision and Compliance of Treasury Functions** Internal & External Audit Role of Reserve Bank of India	**1 Session of 3 Hours Each**
6	Integrated Treasury	**1 Session of 3 Hours**
7	Bond Dynamics	**1 Session of 3 Hours**
8	Role of Information Technology in treasury management and Bond Dynamics	**2 Sessions of 3 Hours Each**
9	Accounting Valuation and Elimination of Exposures	**1 Session of 3 Hours**
10	Case Studies and Presentations	**2 Sessions of 3 Hours**

Reference Text:

Treasury Management – Steven M Bragg (Wiley Publications)
Treasury Management – IIBF

Project Finance 15 Sessions of 3 Hours University Assessment 100 Marks Sem VI

SL.No	Particulars	Sessions
1	**What Is Project Financing (PF)?** • Typical characteristics • Definition • Pre-requisites • Typical PF examples **What Is Different about Project Financing?** • When is PF most suitable? • PF & corporate lending • PF & asset based lending • PF & property lending	**1 Session of 3 Hours**
2	**Current Project Finance Market** PF market expansion Market highlights PF market by sector PF market by geography	**1 Session of 3 Hours**
3	**Understanding Project Finance** • Financing cash flow • Risk Allocation • Economic Rent • When is PF most suitable?	**1 Session of 3 Hours**
4	**Evaluating Project Cash Flow.** • What is Project Cash Flow? • What is Discounted Cash Flow? • Calculation of Project Cash Flow • Evaluating IIR, NPV, Profitability Index, Pay-Back Period • PF and Project Cash Flow Profiles	**1 Session of 3 Hours**
5	**Creating a SPV** • What is a SPV? • Main functions of a SPV • Why is a SPV required? • How is a SPV created?	**1 Session of 3 Hours**
6	**Key Project Finance Risk Categories** • Construction • Operation • Funding • External	**1 Session of 3 Hours**

7	**Controlling Direct Risks** • Construction failure • Revenue failure • Operations failure • Supply failure **Controlling External Risks** • Political • Environmental • Technology • Force Majeure	**1 Session of 3 Hours**
8	**Project Funding** • Sponsor(s) • Other equity providers • Senior debt providers • Junior debt providers **Contractual Parties** • Contractor • Purchaser • Operator • Supplier	**1 Session of 3 Hours**
9	**PF Roles & Risk Management** • Risk takers/risk avoiders • Separation of roles • Phasing of roles • Managing by contract **PF Roles & Conflict** • Where is the sponsor? • Who controls the contractor? • Ensuring long-term commitment • Sources of conflict **Managing PF Roles** • Need for strong sponsor • Ownership – the right balance	**2 Sessions of 3 Hours**
10	**Due Diligence in Project Finance** • Overview • Discussion **Due Diligence Process** • Technical due diligence • Legal due diligence • Financial due diligence • Other due diligence **PF Advisors** • Technical	**3 Sessions of 3 Hours**

	• Legal • Financial • Other **PF Information Memorandum** • Purpose • Responsibility • Process • Output **PF Financial Model** • Purpose • Responsibility • Process • Output • Evaluating Project's Debt Capacity **Managing Due Diligence** • Nature of assignment • Management control • Lines of communication • Dissemination of findings	
11	Case Studies and Presentations	**2 Sessions of 3 Hours**

Reference Books

- Project Management – Prasanna Chandra
- Principles of Project Finance - Yescombe,E. R.(2002), Academic Press, California.
- Advanced Project Management – Harrison F.L.
- Project Financing: Asset-Based Financial Engineering (Wiley Finance) by John D. Finnerty
- Earned Value Management Using Microsoft® Office Project: A Guide for Managing Any Size Project Effectively w/CD by Dayal

- Project financing (7 ed.) - Nevitt, P.K. & Fabozzi, F. J.(2000) , London, UK:Euromoney Books
- Investment project design - A guide to financial and economic analysis with
- constraints, Kurowski, L. & Sussman, D.(2011), New Jersey: John Wiley & Sons.
- Project finance for construction and infrastructure: Principles and case studies -
- Pretorius, F., Lejot,P.,McInnis,A.,Arner, D.& Hsu, B. F.-C.(2008), Oxford:
- Blackwell Publishing

Financial Modeling 100 marks 15 Sessions of 3 Hours Each Sem VI

SL.No	Particulars	Sessions
	Excel Proficiency Formatting of Excel Sheets, Use of Excel Formulae Function , Advanced Modeling Techniques, Data Filter and Sort , Charts and Graphs, Table formula and Scenario building, lookups, pivot tables, Macros, Recording of Macros, understanding Visual Basic Enviornment (VBE)	**1 Session of 3 Hours Each**
1	**Valuation Modeling** • Understanding Integrated Financial Models • Scenario Analysis • Excel Efficiency Shortcuts and formulae • Cash and Interest Revolver • Building Historical Financial Statements • Ratio Analysis • Projecting Financial Statements	**3 Sessions of 3 Hours Each**
2	**Merger & Acquisition (M&A) Analysis** • Building Merger Inputs • Stock and Cash Mix Deal • Contribution Analysis • Accretion and Dilution	**1 Session of 3 Hours Each**
3	**Project Finance Modeling** Why Project evaluation; stage of project; construction & development phase; funding during investment phase; costs during investment phase; life of project; decision making, cash flow waterfall & resolve circular reference problem in interest during construction. • Understanding Date functions • Modeling Cash flow waterfall • Delays in Projects	**3 Sessions of 3 Hours Each**
4	**Equity Research Modelling** • Prepare an Income Statement, Balance sheet, Cash Flow Statement, Geographic Revenue Sheet, Segment Revenue Sheet, Cost Statement, Debt Sheet, Analyze Revenue Drivers • Forecast Geographic Revenues, Segment Revenues, Geographic Revenues, Cost Statement, Debt, Income Statement , Balance Sheet, Cash Flow Statement. • Performa Adjustments, Income Statement - Compute Margins, Balance Sheet -Compute Ratios • Cash Flow Statement Projection, Valuation-Discounted Cash Flow Method (DCF), Valuation – Relative Valuation (Football Field Chart) • Valuation – Assumptions for Valuation Model, Prepare	**3 Sessions of 3 Hours Each**

	Valuation Model, Prepare Presentation Sheet, Prepare Company Overview , Sector Overview	
5	**Report writing and Sector Overview** • Report Writing: On the basis of Financial Modeling • Overview of different sectors such as retail, telecom, IT, Oil & Gas etc	**2 Sessions of 3 Hours Each**
6	Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference Text

Mastering Financial Modeling in Excel – ALSTAIR L DAY (Pearson Publications)
Financial Modeling – Simon Benninga

Wealth Management 100 marks (15 Sessions of 3 Hours Each) Sem VI

SL.No	Particulars	Sessions
1	Functions of investment advisor, independent advisors, wire house wealth managers, custodians offering white labled solutions to advisors, software solutions for advisors Wealth management client categories - mass affluent, high net worth, ultra high net worth, unified households	**3 Sessions of 3 Hours Each**
2	Client on boarding - profiling, financial planning, suitability assessment - aggressive, moderate etc., client preferences, restrictions, return expectations versus risk appetite Structure the cash flow forecasting and define the goals, milestones, liabilities etc.	**3 Sessions of 3 Hours Each**
3	Types of wealth management account structures - separately managed accounts, unified managed accounts, overlay portfolio management, sleeves and open architecture wealth management, portfolio manager models, pooled funds Technology absorption in wealth management - use of social media in wealth management, mobility solutions and advantages to investment advisors	**4 Sessions of 3 Hours Each**
4	Asset allocation, active passive investment styles - advantages, correlation in security returns and risk diversification, standard deviation of each asset class and security Portfolio modeling using multiple asset classes, monitoring tolerances and rebalancing, substitution rules Portfolio performance measurement, attribution and reporting	**3 Sessions of 3 Hours Each**
5	Case Studies and Presentations	**2 Sessions of 3 Hours Each**

Reference Text:

ICICI Notes on Wealth Management
Wealth Management – Harold R Evensky

AC 7-4-2014
Item No. – 4.27

Scheme of Assessments for Subjects of 100 Marks

- The Semester end Examination will be conducted for 60 Marks.
- Internal Assessments will be conducted for 40 Marks.

The allocation of 40 marks shall be on the following basis: -

a) Periodical class tests held in the given semester (20 Marks)

b) Presentations throughout the semester (10 Marks)

c) Attendance and Active participation in routine class instructional deliveries (05 Marks)

d) Overall Conduct as a responsible student, mannerism and articulation and exhibition of leadership qualities in organizing related academic activities. (05 Marks)

Note: A Student has to separately secure minimum 50% marks (i.e 20 out of 40) in the internal assessments and secure minimum 50% marks (i.e 30 out of 60) in the Semester End Examination in every subject to be declared as Pass.

Question Paper Pattern for Semester End Examination (60 Marks)

There will be Seven Questions in all.

Q1 would be compulsory and would carry 20 Marks

In addition to Q1, there would be six questions. Each question would carry 10 Marks. Each of these Six Questions will have three sub – questions and each sub – question would carry 05 Marks

Students have to attempt any four out of the remaining six Questions and within each question; students have to attempt any two out of three sub – questions.

In all, students have to attempt five questions i.e (Q1+Any Four of the remaining)

Q1 – 20 Marks (Compulsory)

Attempt Any Four out of the Remaining Six Questions

Q2 (a) ---------- (5 Marks)
(b) ---------- (5 Marks)
(c) ---------- (5 Marks)
Any two from (a) or (b) or (c) ---------- (5x2) = 10 Marks

Q3 (a) ---------- (5 Marks)
(b) ---------- (5 Marks)
(c) ---------- (5 Marks)
Any two from (a) or (b) or (c) ---------- (5x2) = 10 Marks

Q4 (a) ---------- (5 Marks)
(b) ---------- (5 Marks)
(c) ---------- (5 Marks)
Any two from (a) or (b) or (c) ---------- (5x2) = 10 Marks

Q5 (a) ---------- (5 Marks)
(b) ---------- (5 Marks)
(c) ---------- (5 Marks)
Any two from (a) or (b) or (c) ---------- (5x2) = 10 Marks

Q6 (a) ---------- (5 Marks)
(b) ---------- (5 Marks)
(c) ---------- (5 Marks)
Any two from (a) or (b) or (c) ---------- (5x2) = 10 Marks

Q7 (a) ---------- (5 Marks)
(b) ---------- (5 Marks)
(c) ---------- (5 Marks)
Any two from (a) or (b) or (c) ---------- (5x2) = 10 Marks

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Credit Based Grading System for MFM-MMM-MHRDM-MIM-MOM-MEM Semester End Examinations effective from the academic year 2014 – 15

Under the new Credit Based Grading System for MFM-MMM-MHRDM-MOM-MIM-MFSM-MEM Semester End Examinations effective from the academic year 2014 – 15, evaluation of students for every subject shall be divided into two parts:

For Subjects of 100 Marks the evaluation would consist of:

- Semester End Examination: - 60 Marks
- Internal Assessment: -40 Marks

Credit Point:

- A Credit Point denotes the quantum of effort required to be put in by a student, who takes up a course. In other words, it is an index of number of learning hours prescribed for a certain segment of learning.

Learning Hours

Learning Hours for Subjects of 100 Marks (60+40)

Lecture Schedule: -

Lectures would be held: -

Tuesday to Friday: - 06.00 pm to 09.00 pm.
Saturday: - 02:30 pm to 09:00 pm
Sunday: - 09.00 am to 03.00 pm

Learning Hours consist of Classroom teaching hours and other complementary learning activities indicated here below

1) **Classroom teaching hours ((15 Sessions X 3 Hours = 45 Hours))**

2) **Other Complementary learning activities (30 Hours)**

The learning activities consist of the following:

- Seminars, Conferences, Library reading and reference, Computer based scientific learning, language lab, case studies, communication skills & presentation, Industry interaction such as practical learning and live projects, guest lectures, preparation for examinations and project work.

- The total learning hours would be thus equivalent to **45+30=75 Hours for subjects of 100 Marks**

Credit Point Computation

- One credit is construed as equivalent to 30 learning hours.

Credit completion and Credit accumulation:

- Each module of an academic program has been assigned specific credit points defining successful completion of the course under study.

- Credit completion or Credit acquisition may be considered to take place after the learner has successfully cleared all the evaluation criteria with respect to a single course.

- A learner who successfully completes a 2.5 CP (Credit Point) course is treated to have collected or acquired 2.5 credits. His performance above the minimum prescribed level (viz. grades / marks obtained) has no bearing on the number of credits collected or acquired.

Introduction of Grading System at the University of Mumbai

A well designed evaluation system that integrates the aforesaid parameters having due attention to their relative importance in the context of the given academic programme.

What is Grading?

- Grading, in the educational context is a method of reporting the result of a learner's performance subsequent to his evaluation. It involves a set of alphabets which are clearly defined and designated and uniformly understood by all the stake holders.

- A properly introduced grading system not only provides for a comparison of the learners' performance but it also indicates the quality of performance with respect to the amount of efforts put in and the amount of knowledge acquired at the end of the course by the learners.

The Seven Point Grading System

- A series of meetings of all the Deans & Controller of Examinations were held to discuss the system of grading to be adopted at the post graduate level. Mumbai University, subsequently in its Academic Council meeting and in its Management Council meeting resolved to adopt and implement the **Seven (07) Point Grading System** from the academic year 2012-13.

The Grade Point and the grade allocation shall be as per the Grade Table given below:

Proposed Grades
for Post Graduate courses

7 Point Scale for POST GRADUATE Courses

Range of Scores	Grade	Grade Point	CGPA range
75 & above	O	7	6.5 - 7
70 - 74.99	A	6	5.5 - 6.49
65 - 69.99	B	5	4.5 - 5.49
60 - 64.99	C	4	3.5 - 4.49
55 - 59.99	D	3	2.5 - 3.49
50 - 54.99	E	2	2 - 2.49
< = 49.99	F (Fail)	1	< 2

Note: - Consider 1 Grade Point is equal to Zero for CG calculations in respect of failed learner/s in the concerned course/s.

Conversion of Marks to Grades and Calculations of GPA (Grade Point Average)

- In the Credit and Grade Point System, the assessment of individual Courses in the concerned examinations will be on the basis of marks obtained and these marks shall be converted later into Grades by a mechanism wherein the overall performance of the Learners can be reflected by the overall evaluation in terms of Grades.

- Abbreviations used for gradation needs understanding of each and every parameter involved in grade computation and the evaluation mechanism. The abbreviations and formulas used are as follows:-

Abbreviations and Formula's Used:-

G: Grade
GP: Grade Points
C: Credits
CP: Credit Points
CG: Credits X Grades (Product of credits & Grades)
∑**CG:** Sum of Product of Credits & Grades points
∑**C:** Sum of Credits points

$$\textbf{SGPA} = \frac{\sum \textbf{CG}}{\sum \textbf{C}}$$

SGPA: Semester Grade Point Average shall be calculated for individual semesters. (It is also designated as GPA)

CGPA: Cumulative Grade Point Average shall be calculated for the entire Programme by considering all the semesters taken together.

Special Point to Note:

While calculating the CG the value of Grade Point 1 shall be considered as Zero (0) in case of learners who failed in the concerned course/s obtaining marks below 50.

After calculating the SGPA for an individual semester and the CGPA for entire programme, the value can be matched with the grade as given in the Grade Point table as per the Seven (07) Points Grading System and expressed as a single designated GRADE such as O, A, B, etc….

The SGPA of learners who have failed in one subject or more than one subjects shall not be calculated.

Illustrations of the Calculations: -

Credit Points and Grading Calculations for MFM-MMM-MHRDM-MIM-MOM-MEM First Year First Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	∑CG = CxG	SGPA = ∑CG/∑C
Principles of Management	75	2.5	55	D	3	7.5	**47.5/15=3.167**
Financial Accounting	75	2.5	60	C	4	10	
Organisational Behaviour	75	2.5	50	E	2	5	
Managerial Economics	75	2.5	55	D	3	7.5	
Business Communication	75	2.5	63	C	4	10	
Quantitative Methods in Management	75	2.5	55	D	3	7.5	
Total	450	**∑C=15**				**∑CG=47.5**	
Credit Earned = 15						**∑CG = 47.5**	**Grade D**
Passes							

Credit Points and Grading Calculations for MFM-MMM-MHRDM-MIM-MOM-MEM First Year First Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	∑CG = CxG	SGPA = ∑CG/∑C
Principles of Management	75	2.5	55	D	3	7.5	----------
Financial Accounting	75	2.5	60	C	4	10	
Organisational Behaviour	75	2.5	50	E	2	5	
Managerial Economics	75	2.5	**45**	**F**	**1**	**0**	
Business Communication	75	2.5	63	C	4	10	
Quantitative Methods in Management	75	2.5	55	D	3	7.5	
Total	360	**∑C=15**				**∑CG=40**	
Credit Earned = 12.5						**∑CG = 40**	**Grade F**
Fails							

- **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- **The student has been awarded 1 Grade Point, even though he has failed in the subject of Managerial Economics, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- **The SGPA has not been calculated as the student has failed.**

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Credit Points and Grading Calculations for MFM-MMM-MHRDM-MIM-MOM-MEM First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Passing in All Courses with more than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	∑CG = CxG	SGPA = ∑CG/∑C
Production Management	75	2.5	55	D	3	7.5	
Business Research Methods	75	2.5	60	C	4	10	
Marketing Management	75	2.5	50	E	2	5	
Legal Aspects of Business	75	2.5	55	D	3	7.5	**47.5/15=3.167**
Cost & Management Accounting	75	2.5	63	C	4	10	
Human Resources Management	75	2.5	55	D	3	7.5	
Total	450	**∑C=15**				**∑CG=47.5**	
Credit Earned = 15						**∑CG = 47.5**	**Grade D**
Passes							

Credit Points and Grading Calculations for MFM-MMM-MHRDM-MIM-MOM-MEM First Year Second Semester

1 Credit = 30 Learning Hours

Result: - Fails in One Course or More than One Courses with Less than 50% Marks

Courses In Semesters	No of Learning Hours	Credits Per Course (C)	Marks Obtained (%)	Grade	Grade Points (G)	∑CG = CxG	SGPA = ∑CG/∑C
Production Management	75	2.5	55	D	3	7.5	
Business Research Methods	75	2.5	60	C	4	10	
Marketing Management	75	2.5	50	E	2	5	
Legal Aspects of Business	75	2.5	**45**	**F**	**1**	**0**	----------
Cost & Management Accounting	75	2.5	63	C	4	10	
Human Resources Management	75	2.5	55	D	3	7.5	
Total	360	**∑C=15**				**∑CG=40**	
Credit Earned = 12.5						**∑CG = 40**	**Grade F**
Fails							

- **Note: - Consider 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- **The student has been awarded 1 Grade Point, even though he has failed in the subject of Legal Aspects of Business, however, 1 Grade Point is equal to Zero for CG calculations of failed learner/s in the concerned course/s.**
- **The SGPA has not been calculated as the student has failed.**

AC - _____
Item No. _____

UNIVERSITY OF MUMBAI

Master of Business Administration in Innovation Entrepreneurship & Venture Development (MBA-IEV)

First Year with Effect from AY 2021-22
Second Year with Effect from AY 2022-23 Under
Faculty of Commerce & Management

(As per AICTE guidelines with effect from academic year 2021-22)

AC_____

Item No.

UNIVERSITY OF MUMBAI

Syllabus for Approval

Sr. No.	Heading	Particulars
1	Title of the Course	Master of Business Administration in Innovation Entrepreneurship & Venture Development (MBA-IEV)
2	Eligibility for Admission	1) Passed minimum Three-year duration bachelor's degree awarded by the University recognized by University Grants Commission or Association of Indian Universities in any discipline with at least 50% marks in aggregate or equivalent (at least 45% in case of candidates of backward class categories, economically weaker section and Persons with Disability Candidates belonging to Maharashtra State only) or its equivalent. 2) Obtained nonzero positive score in CET conducted by the Competent Authority (MAH-MBA/MMS-CET), Common Admission Test conducted by Indian Institute of Management (CAT) or Common Management Aptitude Test Conducted by National Testing Agency (CMAT), ATMA conducted by the Association of Indian Management Schools (AIMS), MAT conducted by the All India Management Association (AIMA) 3) Interview of the candidate
3	Passing Marks	50% marks in aggregate or equivalent (at least 45% in case of candidates of backward class categories and Persons with Disability belonging to Maharashtra State only).
4	Ordinances / Regulations (if any)	

5	No. of Years / Semesters	Two years / Four Semesters
6	Level	PG Level
7	Pattern	Semester Pattern
8	Status	New Course
9	To be implemented from Academic Year	From Academic Year: 2021-2022

Date: Signature:
Place: Name:

PREAMBLE

Employment generation and employability are two areas of national significance. Indian academia has lot of scope to contribute in these areas by making Indian youth industry ready as well as empowering some of them to become 'job creators. Globalization has enhanced business opportunities; however, business challenges too have grown multi fold. Companies need employees with innovative approach and problem-solving skills to meet the challenges. Similarly, management training needs to be aligned to need of the hour. Keeping in view these aspects AICTE & MoE's Innovation Council has designed this programme titled Master of Business Administration in Innovation Entrepreneurship & Venture Development. This is two years full time course and will be run under aegis of University of Mumbai.

The course is action orientated where 40% activities are class-room activities and 60% are out of classroom activities. Syllabus of 2 years MBA in Innovation, Entrepreneurship & Venture Development program comprises of core and elective courses, skill certification, capstone projects and Action Learning Segments. According to AICTE guidelines 104 credits are allocated for this programme. With an objective to connect theory of innovation and entrepreneurship with actual application in controlled environment; and enabling students to acquire skills related to the same, this outcome-oriented program is designed to be delivered in structured yet flexible phases and modules. This will facilitate learning of management of innovation, entrepreneurship, and venture development from foundation to advanced stages and simultaneously enable students to apply their entrepreneurial skills in real life situations, validate ideas, build innovations, test market, and build a successful venture out of it.

By the end of the programme, students will have a knowledge and understanding of

- Key concepts of entrepreneurship, innovation, and new venture development
- How to take an idea, build a prototype and launch to early customers in the market
- Knowledge of venture growth strategies
- Knowledge of Business Models and Fund Raising
- Knowledge of Hiring and Talent Management
- Knowledge of International Start-up Eco-system.

At the end of this programme students will either become 'job-creators' or job seekers with skill sets to become product manager, project manager, manager of VC firm or CEO of an incubation centre.

The present curriculum will be implemented for First Year of Master of Business Administration in Innovation Entrepreneurship & Venture Development (MBA-IEV) from the academic year 2021-22. Subsequently this system will be carried forward for Second Year of MBA-IEV in the academic year 2022-23.

Date: Signature:
Place: Name:

Four Tracks and Four Ways of Learning

Entire programme is based on four tracks where learning will happen in **different forms** out of which –

a) **'Classroom teaching'** is only 40% which is further divided in classroom core and classroom electives.
b) Second way of learning is **Capstone projects**. Students are expected to do three capstone projects – Idea to Prototype, Prototype to Proof of Concept (PoC) and Basic Business Plan. All three capstone projects will be revolving around the business idea on which students will be working. All classroom core and electives of semesters one and two will help students to complete the capstone projects.
c) Additional knowledge required for developing the business idea is expected to be acquired through different **Skill certifications** which is the third way of learning. These can be array of workshops, MOOCs, participation in competitions like Ideation Competition, Business Plan Competition etc., all aligned to innovation, entrepreneurship & venture development.
d) All theoretical concepts and basic projects can be sanctified through practical application. Students will get a chance to do the same through the fourth way of learning i.e., **Action learning segments**. There are two action learning segments. First segment comes after second semester where students are supposed to do internship with a start-up or business which is in the domain in which student has a business idea. Second action learning segment comes during fourth semester where student is expected to establish his/her own venture & approach companies for funding.

These four forms of learning are expected to happen under **FOUR TRACKS**

I. **The Foundation of Management and Entrepreneurship Track:** Under this track, students are expected to develop creative problem-solving skills, manage innovative ideas, and validate business opportunity potential. First two semesters, classroom courses, three capstone projects and skill certificates come under this track.

II. **Start-up Experiential Learning Track:** Under this track, students are expected to work with start-ups or businesses of the similar domain in which they are developing business plan and learn practical aspects of running business. This track consists of Action Learning Segment I, which will be delivered during second semester of first year in the form of Start-up Residency Program.

III. **The Entrepreneurship Intensity Track:** Under this track, students are expected to do 'fine-tuning' of their business model after getting hands-on experience of working with start-up. This track has maximum classroom courses which will take the business plan at higher level & almost ready to deploy.

IV. **Start-up Establishment Track:** This track comprises of Action Learning Segment – II, which will focus on use of all tools and techniques studied during last one and

half year in venture formation, operation, and management. At the end of the course, the student may –

- Establish the venture and work towards its growth.
- Decide to develop the business plan fully as a part of the course but go for a placement, gain industry experience with a probable future plan of starting the venture after few years of experience.
- Decide to manage business for somebody else's company by using the skills acquired in this course.

Programme Educational Objectives (PEOs)

For

MBA in Innovation Entrepreneurship & Venture Development

PEO -1: To do capacity building of students in critical thinking, design thinking, solution driven approach and opportunity mapping.

PEO -2: To train students to develop viable business model canvases.

PEO -3: To empower students to build an enterprise and/or value add to the entrepreneurial eco-system.

Structure for Student Induction Program

Entrepreneurship is a popular concept today, however, it is still in very nascent stage in most educational campuses. New students enter the institution with their own perceptions, ideas, aspirations and notions about the new course, its utility, and outcomes. Many a times, having only read success stories of start-ups; students have rose tinted versions of the amount of effort, risks and required resilience that go into building a start-up. Induction programme of eight days becomes essential to make students feel comfortable, get time to settle in the new environment, help them in developing understanding between the batch mates and faculty members and most importantly to unlearn notions and concepts that might hamper their learning journey. The induction program will help students to understand the course in general, its approach, expected outcomes and modus operandi. They will learn to introspect more, understand the purpose of the course, self-assess & understand their strengths and weaknesses, set goals, and build a team.

Schedule of eight days induction is as follows:

Sr. No	Track	Topics to be covered	Duration
1	Introduction to entrepreneurship	• What is entrepreneurship	Day 1
		• Entrepreneurship as a career option	
		• Thinking like an entrepreneur and how it can benefit in any career that you may choose	
		• Myths about entrepreneurship	
		• What does it take to be an entrepreneur	
		• Life as an entrepreneur	
		• Support from your family and friends and when is the best time to take the plunge	
		• Impact of an entrepreneur and social entrepreneurship • Wealth building and making an impact	
2	Self-discovery	Entrepreneurship as a Career Choice - Taking the big leap, Why You, Why Now	Day 2 & 3
		Defining your goals, understanding your strengths and weaknesses (psychometric analysis of the student)	
		Strategies of utilizing strengths and overcoming weaknesses	
		Preparing entrepreneurial mindset - identify your entrepreneurial style	

3	Types Entrepreneurship & Entrepreneurial strategies	Lean Start-ups, MSMEs, Family run businesses, Social Entrepreneurships	Day 4
		Blue & Red Ocean Strategies	
4	Overview of Start-up Eco-system of India and World	Start-up eco-system enablers of India	Day 5
		Comparative analysis of start-up eco-system of India & world	
		Ease of doing business index- comparative picture and India's status	
		Technological Environment & Tech-enabled start-ups	
5	Problems/ Opportunities identification	Recent inventions, innovations, and problems of	Day 6 & 7
		Education	
		Healthcare	
		Marketing & Smart Communication	
		Waste Management	
		Security & Surveillance	
		Environment & Agriculture	
6	Know your Course & Know your institute	Implementation of the course, exam structure of the course	Day 8
		About the institute, policies & rules of the institute	
		Know Human Resource of your institute	

Along with academicians, Sessions will be taken by start- up founders, entrepreneurs of different sector, angel investors & psychologists etc. Screening of video case studies, group discussions & management games.

Program Structure for
First Year MBA in Innovation Entrepreneurship & Venture Development
UNIVERSITY OF MUMBAI (With Effect from 2021-2022)
Semester I

Courses, Credits & Contact hours			
Semester 1 - Foundation of Management and Entrepreneurship Track			
Codes	**I - Class Room Core**	**Credits**	**Contact hours**
IEV C101	Entrepreneurship & Design Thinking & Socio-cultural-environment of Business in India	4	40
IEV C102	Commercialization of Innovation	2	20
IEV C103	Entrepreneurial content creation (introduction)	2	20
Codes	**II - Class Room Electives (Any two)**	**Credits**	**Contact hours**
IEV E101	Methods of Market Research **OR**	4	40
IEV E102	Digital Data Analytics	4	40
IEV E103	Legal -Ethical Environment & IPR Management **OR**	4	40
IEV E104	Strategic Management **OR**	4	40
IEV E105	Technology Management	4	40
Sr. No	**III - Capstone Projects**	**Credits**	**Contact hours**
I	Development of a Innovative Business Idea into a Proof-of-Concept	4	40
II	Development of Business Idea into working Prototype	4	40
IV - Skill building activities		**Credits**	**Contact hours**
Minimum 2 activities		2 + 2	40

Teaching hours and Examination Structure - Semester I								
Foundation of Management and Entrepreneurship Track								
Codes.	**Subject**	Teaching hours		Assessment Pattern (Modern Evaluation Methodology)				
		No. of Sessions of 90 min	No. of Sessions of 90 min per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (in hours)	No. of Credits
Classroom Core								
IEV C101	Entrepreneurship & Design Thinking & Socio-cultural Environment of Business	27	2	40	60	100	2	4
IEV C102	Commercialization of Innovation	14	1	20	30	50	1	2
IEV C103	Entrepreneurial Content Creation (introduction)	14	1	20	30	50	1	2
Classroom Electives								
IEV E101	Methods of Market Research	27	2	40	60	100	2	4
	OR							
IEV E102	Digital Data Analytics	27	2	40	60	100	2	4
IEV E103	Legal -Ethical Environment & IPR Management	27	2	40	60	100	2	4
	OR							
IEV E104	Strategic Management	27	2	40	60	100	2	4
	OR							
IEV E105	Technology Management	27	2	40	60	100	2	4

Capstone Projects								
I	Development of a Innovative Business Idea into a Proof-of-Concept	Mentoring -10 Student work- 17	2	40 (logbook)	60 (project Report & Viva-voca	100	NA	4
II	Development of Business Idea into working Prototype	Mentoring -10 Student work- 17	2	40 (logbook)	60 (project Report & Viva-voca	100	NA	4
Skill Building Activities (Outside Classroom)								
	Minimum two	Self-paced (40 hours)		Graded activity				4
Thought-chain Management Sessions - 60 min per week (Mandatory Activity)								
Note: Internal assessment will be further divided as 30 marks - assignment, 5 marks - class participation, 5 marks - attendance. In case of Semester end examination, each paper will have two sections - Section I - concept testing 20 marks MCQs, Section II - Case studies any two out of three for 40 marks								

Program Structure for
First Year MBA in Innovation Entrepreneurship & Venture Development
UNIVERSITY OF MUMBAI (With Effect from 2021-2022)
Semester II

Courses, Credits & Contact hours			
Semester 2 - Foundation of Management and Entrepreneurship Track & Start-up Experiential Learning Track: (Co-Learning & Contribution)			
Codes	**I - Class Room Core**	**Credits**	**Contact hours**
IEV C201	Entrepreneurial Finance	2	20
IEV C202	Entrepreneurial Communication	2	20
Codes	**II - Class Room Electives**	**Credits**	**Contact hours**
IEV E201	Managing Human Resources of Business (Labour, Partners, Customers, Suppliers, Intermediaries) OR	4	40
IEV E202	Organizational Behaviour (observation skills)	4	40
Sr. No	**III - Capstone Projects**	**Credits**	**Contact hours**
I	Development of Minimum Viable Business Model of Innovation	4	40
IV - Skill building activities		**Credits**	**Contact hours**
Minimum 1 activity		2	20
Action Learning Segment I - Internship with Start-ups or Businesses		14	**140**

Teaching hours and Examination Structure - Semester II								
Foundation of Management and Entrepreneurship Track								
Codes.	**Subject**	Teaching hours		Assessment Pattern (Modern Evaluation Methodology)				
		No. of Sessions of 90 min	No. of Sessions of 90 min per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (in hours)	No. of Credits
Classroom Core								
IEV C201	Entrepreneurial Finance	14	1	20	30	50	1	2
IEV C202	Entrepreneurial Communication	14	1	20	30	50	1	2
Classroom Electives								
IEV E201	Managing Human Resources of Business (Labour, Partners, Customers, Suppliers, Intermediaries) OR	27	2	40	60	100	2	4
IEV E202	Organizational Behaviour (observation skills)	27	2	40	60	100	2	4

Capstone Projects								
III	Development of Minimum Viable Business Model of Innovation	Mentoring -10 Student work- 17	2	40 (logbook)	60 (project Report & Viva-voca	100	NA	4
Skill Building Activities (Outside Classroom)								
	Minimum one	Self-paced (20 hours)		Graded activity				2
Action Learning Programme I (Internship with Start-ups or Business)		Minimum 140 hours		40 (logbook)	100 (Project Report) + 60 (Viva-Voca)	200	NA	14
Thought-chain Management Sessions - 60 min per week (Mandatory Activity)								
Note: Internal assessment will be further divided as 30 marks - assignment, 5 marks - class participation, 5 marks - attendance. In case of Semester end examination, each paper will have two sections - Section I - concept testing 20 marks MCQs, Section II - Case studies any two out of three for 40 marks								

Program Structure for
First Year MBA in Innovation Entrepreneurship & Venture Development
UNIVERSITY OF MUMBAI (With Effect from 2022-2023)
Semester III

Courses, Credits & Contact hours			
Semester 3 - Entrepreneurship Intensity Track (Immersion into Incubation Facility and Resource Access)			
Codes	**I - Class Room Core**	**Credits**	**Contact hours**
IEV C301	Financial Management, Funding Opportunities, start-up valuation & Regulatory compliances * U.E.	4	40
IEV C302	Operation Management * U.E.	2	20
IEV C303	Marketing Management * U.E.	2	20
Codes	**II - Class Room Electives**	**Credits**	**Contact hours**
(Choose any 2 out of 3)			
IEV E301	Pricing, Costing & Budgeting	3	30
IEV E302	IT Project Management & Cyber Security	3	30
IEV E303	Family run businesses & Succession Planning	3	30
(Choose any 2 out of 3)			
IEV E304	Mergers & Acquisitions	3	30
IEV E305	Digital Marketing	3	30
IEV E306	Business Beyond Borders (International Business)	3	30
III - Skill building activities		**Credits**	**Contact hours**
Minimum 2 activities		2 + 2	40

*** U.E.: University Examination**

Entrepreneurship Intensity Track (Immersion into Incubation Facility and Resource Access)								
Codes.	**Subject**	Teaching hours		Assessment Pattern (Modern Evaluation Methodology)				
		No. of Sessions of 90 min	No. of Sessions of 90 min per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (in hours)	No. of Credits
Classroom Core								
IEV C301	Financial Management, Funding Opportunities, start-up valuation & Regulatory compliances (U.E)	27	2	40	60 *	100	2	4
IEV C302	Operation Management (U.E)	14	1	20	30 *	50	1	2
IEV C303	Marketing Management (U.E)	14	1	20	30 *	50	1	2
*** U.E.: University Examination**								
Classroom Electives								
	Any two out of three	**Any two - Each for 3 Credits (3+3=6 credits)**						
IEV E301	Pricing, Costing & Budgeting	20	2	30	45	150	2	3
IEV E302	IT Project Management & Cyber Security	20	2	30	45	150	2	3
IEV E303	Family run businesses & Succession Planning	20	2	30	45	150	2	3
	Any two out of three	**Any two - Each for 3 Credits (3+3=6 credits)**						
IEV E304	Mergers & Acquisitions	20	2	30	45	150	2	3
IEV E305	Digital Marketing	20	2	30	45	150	2	3
IEV E306	Business Beyond Borders (International Business)	20	2	30	45	150	2	3

Skill Building Activities (Outside Classroom)				
	Minimum two	Self-paced (40 hours)	Graded activity	4
Thought-chain Management Sessions - 60 min per week (Mandatory Activity)				
Note: Internal assessment will be further divided as 20 marks - assignment, 5 marks - class participation, 5 marks - attendance. In case of Semester end examination, each paper will have two sections - Section I - concept testing 15 marks MCQs, Section II - Case studies any two out of three for 30 marks				

Program Structure for
First Year MBA in Innovation Entrepreneurship & Venture Development
UNIVERSITY OF MUMBAI (With Effect from 2022-2023)
Semester IV

Courses, Credits & Contact hours			
Semester 4 - Start-up Establishment Track			
Sr. No	**I**	**Credits**	**Contact hours**
1	Action Learning Segment II - Venture Establishment Phase	20	40
II - Skill building activities		**Credits**	**Contact hours**
Minimum 4 activities		4	40

Teaching hours and Examination Structure - Semester IV								
Start-up Establishment Track								
Sr. No.	**Subject**	Teaching hours		Assessment Pattern (Modern Evaluation Methodology)				
		No. of Sessions of 90 min	No. of Sessions of 90 min per week	Continuous Assessment	Semester End Examination	Total Marks	Duration of Theory Paper (in hours)	No. of Credits
Action Learning Programme II - Venture Establishment Phase at Incubators/Accelerators		27 one to one mentoring	2 sessions of one-to-one mentoring	100 (weekly logbook) + 100 (Weekly Presentations)	100 (Final Project Report) + 100 (Pitch deck Presentation) + 100 (Viva-voca)	500	NA	20
		Minimum 160 hours of practical working						
Skill Building Activities (Outside Classroom)								
	Minimum two	Self-paced (40 hours)		Graded activity				4
Thought-chain Management Sessions - 60 mins per week (Mandatory Activity)								

Semester-wise Learning formats, Total Marks & Credits

Semester-wise Learning formats, Total Marks & Credits											
Semester	**C.R. Core**		**C.R Electives**		**Capstones**		**Action Learning Segment**		**Skill Certification**	**Total**	
	Marks	Credits	Marks	Credits	Marks	Credits	Marks	Credits	Credits	Marks	Credits
SEM I	200	8	200	8	200	8	NA	NA	4	600	28
SEM II	100	4	100	4	100	4	200	14	2	500	28
SEM III	300	8	300	12	NA	NA	NA	NA	4	600	24
SEM IV	NA	NA	NA	NA	NA	NA	500	20	4	500	24

Codes	Classroom Core	Codes	Classroom Electives
IEV C101	Entrepreneurship & Design Thinking & Socio-cultural-environment of Business in India	**IEV E101**	Methods of Market Research
			OR
		IEV E102	Digital Data Analytics
IEV C102	Commercialization of Innovation	**IEV E103**	Legal -Ethical Environment & IPR Management and/or
IEV C103	Entrepreneurial content creation (introduction)	**IEV E104**	Strategic Management OR
		IEV E105	Technology Management
IEV C201	Entrepreneurial Finance	**IEV E201**	Managing Human Resources of Business (Labour, Partners, Customers, Suppliers, Intermediaries) OR
IEV C202	Entrepreneurial Communication	**IEV E202**	Organizational Behaviour (observation skills)
IEV C301	Financial Management, Funding Opportunities, start-up valuation & Regulatory compliances	**IEV E301**	Pricing, Costing & Budgeting
		IEV E302	IT Project Management & Cyber Security
		IEV E303	Family run businesses & Succession Planning
IEV C302	Operation Management	**IEV E304**	Mergers & Acquisitions
		IEV E305	Digital Marketing
IEV C303	Marketing Management	**IEV E306**	Business Beyond Borders (International Business)

Semester I (Applicable for 2021-22 Batch)

Foundation of Management and Entrepreneurship Track	
Codes	**Classroom Core**
IEV C101	Entrepreneurship & Design Thinking & Socio-cultural Environment of Business in India
IEV C102	Commercialization of Innovation
IEV C103	Entrepreneurial Content Creation (introduction)
Codes	**Classroom Electives (Any two)**
IEV E101	Methods of Market Research
	OR
IEV E102	Digital Data Analytics
IEV E103	Legal -Ethical Environment & IPR Management
	OR
IEV E104	Strategic Management
	OR
IEV E105	Technology Management

Rationale behind the subject mix – SEM I

Considering the MBA-IEV guidelines, student is expected to do two capstone projects in the first semester – 1) Idea to prototype 2) Prototype to PoC. Thus, it is necessary for student to consider different problem statements, finalize one problem statement (preferably that problem which is the problem of many), locate probable solutions, learn to check commercial feasibility of all the solutions located and select the best one. So 'the' best solution is 'THE IDEA" which needs to explore further commercially.

In the process of developing the idea – they need to learn design thinking, understand socio-cultural environment of India so that they come out with an idea that is fit for our country or a particular country, understand how to create good content, calculate commercial feasibility. Since they are expected to make prototype, establish PoC, they need to be aware of IPRs, data collection and data analysis.

There will be overlap in some of the topics. Since all subjects are not compulsory, the overlap is retained to ensure that irrespective of any electives chosen, student develops understanding of all areas essential for developing a basic business plan. Some additional knowledge requirements can be completed by students by doing short online-offline courses to earn credits for doing out-of-classroom activities.

Programme: MBA in Innovation Entrepreneurship & Venture Development Semester: I

Semester 1: Entrepreneurship & Design Thinking

Semester	**I**		
Title of the Course	Entrepreneurship & Design Thinking		
Type of Course	Classroom Core		
Credits	4	**Duration**	40hrs.

Learning Objectives	
1	To identify the problem of "many" and locate better solution
2	To learn stakeholder analysis and check financial feasibility of all located solutions
3	To finalize 'The idea' from the perspective of commercial feasibility

Pre-requisites if any	Attending Orientation sessions
Connection with subjects in the current or future courses	1)Understanding of socio-cultural environment would help students to locate solution/ idea that is most suitable to Indians. 2) Once they learn design thinking approach, it will be applied to proposed innovations and making basic business plan in future

Sr. No	**Content**	**Activity**	**Course Outcome (CO)**
1	Problem Identification & Exploring the problems	Case Study approach of discussion and market research related assignment	1) Students are expected to identify commercially feasible idea most relevant to the society. 2) Students are able to explore the idea further and develop a basic business plan
2	Identifying existing solutions of the problems and making your own 'Problem Statement Canvas'.	Doing market research around the idea	
3	Identifying the 'better' solution, developing basic prototype and taking customer feedback	Activity of developing prototype- one to one assignment and discussion	
4	Identify the IPR	Lecture on forms of IPR+ assignment	
5	Stakeholder Analysis of the Solution/ product	one to one discussion+ assignment + case study	

6	Understanding Financial Feasibility of the solution/ product - probable costs and revenue streams	One to one discussion + assignment	
7	Finalizing 'The' Solution/ idea/ product	case study + one to one discussion	
Socio-cultural Environment of Business in India			
1	Introduction: meaning and scope of social and cultural factors and their impact on business	lecture method+ discussion+ videos	
2	Facets of socio-cultural environment of India and the rapid change brought in by globalization	lecture method+ discussion+ case study	
3	Macro and Micro social segments and classifying their general psyche	lecture method+ discussion+ case study	
4	How to gain socio-cultural data of consumers during market survey	discussion+ demo questionnaires+ small survey activity	
5	Drawing insights of impact of socio-cultural factors on buying behaviour	discussion+ analysis of survey done	
6	Using socio-cultural factors to effectively impact buying behaviour	Discussion+ case study+ strategy building activity	
7	Impact of globalization and impact on socio-cultural factors	Discussion+ case study	

Reference Books & Articles	
Title	**Author/s**
It's Logical- Innovating Profitable Business Models	Kaustubh Dhargalkar
Where Good Ideas Come From: The Natural History of Innovation	Steven Johnson
Start-up & New Venture Management	Dr. Jyoti Gogte
Socio-Cultural Stratification of India	Iqtidar Karamat Cheema
Socio-Cultural Perspectives: A New Intelligence Paradigm Report on the conference at The MITRE Corporation McLean, Virginia,	

September 12, 2006	
Narrative Analysis: The Socio-Cultural Approach to Analyzing Short Participant Stories	Carol Grbich
Socio-cultural Impact of Globalization in India	Rajiv Kumar Upadhyay

Semester 1: Commercialization of Innovation

Semester	I		
Title of the Course	Commercialization of Innovation		
Type of Course	Classroom Core		
Credits	2	**Duration**	20hrs.

Learning Objectives	
1	To understand the importance of bringing innovations that are marketable
2	To finalize the product/ service/ solution along with its USP

Pre-requisites if any	Completion of both classroom cores of module 1
Connection with subjects in the current or future courses	It helps student to finalize the idea or USP and thus knowledge gained from forth coming modules can be applied for developing the idea/ product further

Sr. No	Content	Activity	Course Outcome (CO)
1	Basic Concepts of Innovation & forms of innovations (Process Innovation, product innovation, innovative pricing etc.)- Creating your USP	Content+ Case studies + Assignment	Students are expected to locate their innovation based USP and test commercial feasibility of the innovation
2	Innovation- IPR-Return on R &D	Content+ Case studies + Assignment	
3	Diffusion of Innovation - locating the consumers (early adopters, early majority, and laggards) and framing marketing strategy	Content+ Case studies + Assignment	
4	Studying commercial feasibility of the innovation - Revenue, cost & profitability analysis	Content+ Case studies + Assignment	

Reference Books & Articles	
Title	**Author/s**
The Innovator's guide to Growth: Putting Disruptive Innovation to Work	Scott D. Anthony, Joseph V. Sinfield, Mark W. Johnson & Elizabeth J. Altman

Semester 1: Entrepreneurial Content Creation

Semester	**I**		
Title of the Course	Entrepreneurial Content Creation		
Type of Course	Classroom Core		
Credits	2	**Duration**	20hrs.

Learning Objectives	
1	To understand the scope & relevance of content creation
2	To learn to build content for various platforms & different objectives & outcomes

Pre-requisites if any	Innovative project finalization and locating target consumers
Connection with subjects in the current or future courses	Closely connected with commercialization of Innovation course

Sr. No.	**Content**	**Activity**	**Course Outcome (CO)**
1	Introduction to Entrepreneurial content creation its need and significance	Discussion and video method	Students develop required entrepreneurial content based on their proposed business idea.
2	Types of content that needs to be developed by any entrepreneur	Lecture method+ examples and case study	
3	Visualization and manifestation of company's ideology from content	Lecture method+ examples, case study+ activity	
4	Content creation platforms and early stages of content development	Lecture method+ examples, case study+ activity	
5	Traditional platforms for which content is to be created and formats	discussion+ examples + formats	
6	Modern content platforms, their dynamism and effective use	discussion+ case study + formats	

7	Trade letters and formats	Drafting trade letters and emails	
8	Content creation for social media	Discussion+ case study + formats+ content creation activity	
9	Content creation for internal and external consumption	Discussion+ case study + formats+ content creation activity	
10	Integration of content for cohesive messaging	Discussion+ case study	

Reference Books & Articles	
Title	**Author/s**
Start with Why	Simon Sinek
The Content Code: Six Essential Strategies for Igniting Your Content	Mark Schaefer
Digital Content Creation	Earnshaw and Vince
Professional Business Communication	Aruna Koneru
Crushing It!	Gary Vaynerchuk

Semester 1: Methods of Market Research

Semester	I		
Title of the Course	Methods of Market Research		
Type of Course	Classroom Electives		
Credits	4	**Duration**	40 hrs.

Learning Objectives	
1	To understand significance of market research, learn and apply methods of market research for doing feasibility study of idea
2	To draw meaningful insights from the data collected for finalization of the idea/product

Pre-requisites if any	Completion of orientation and problem statement analysis
Connection with subjects in the current or future courses	The course will help to finalize the business idea and facilitate creation of basic business plan

Sr. No.	Content	Activity	Course Outcome (CO)
1	Introduction to Business Research. Need & Scope of Research. The Process of Research Research Applications in Business Decisions	Lecture	Students will be able to do feasibility study of their idea.
2	Formulation of Research Problem & Development of Hypotheses	Lecture and Class Activity	
3	Quantitative and Qualitative Analysis Observation, Focus Groups, Depth Interviews	Lecture and Class Activity	

4	Questionnaire Designing Pilot Testing of Questionnaire Administering the Questionnaire	Lecture and Class Activity	
5	Data Processing & Editing Classification & Tabulation of Data Introduction to Data Analysis using MS Excel & SPSS	Lecture and Class Activity	
6	Univariate and Bivariate Analysis of Data Cross-tabulation Frequency Distribution Tables	Lecture and Class Activity	
7	Testing of Hypotheses Test of Significance - Single Population, Two Population using t-test and Z-test.	Lecture and Class Activity	
8	Analysis of Variance Techniques One-way ANOVA Two-way ANOVA	Lecture and Class Activity	
9	Non-Parametric Tests Chi-Square Tests The Kruskal-Wallis Test	Lecture and Class Activity	
10	Correlation & Regression Analysis	Lecture and Class Activity	

11	Research Project	Field Work	

Reference Books & Articles	
Title	**Author/s**
Research Methodology - Concepts and Cases	Deepak Chawla & Neena Sondhi
Marketing Research – An Applied Orientation Naresh K Malhotra – Pearson Publications	
Marketing Research (Macmillan)	Rajendra Nargundkar

Semester 1: Digital Data Analytics

Semester	I		
Title of the Course	Digital Data Analytics		
Type of Course	Classroom Electives		
Credits	4	**Duration**	40 hrs.

Learning Objectives	
1	To understand significance of data analytics for successful business
2	To learn different tools of data analytics, draw insights and frame business strategies

Pre-requisites if any	Orientation and ideation
Connection with subjects in the current or future courses	Data analytics will help student to finalize the business, make the feasible business plan and frame HR, Marketing strategies for the business in future

Sr. No.	Content	Activity	Course Outcome (CO)
1	Introduction	Concepts: Data, Digital Data, Database, Significance of Data; Age old systems of Data Management	Students will be able to draw insights from data and form strategies based on the same.
2	Data Hierarchy	How data matures from Facts to Data to Information to Knowledge to Wisdom. Practical examples of data hierarchy	
3	Types of Data	To study different types of data e.g., Qualitative, Quantitative	
4	Data Analytics: An Overview	Concept, Applications, Benefits, Limitations of Data analytics. Types of Data Analytics: Descriptive, Diagnostic, Predictive, Prescriptive	
5	Softwares for Data Analytics	Introduction to different softwares which are used for Data Analytics	

6	Case Studies of Data Analytics	2 case studies of companies which effectively used data analytics for growth	
		A practical case study to be done in class	
7	AI & ML: An Overview	Concept of Artificial Intelligence;	
		Concept of Machine Learning; How is it related to Data Analytics	
8	Upcoming Trends	To study upcoming trends in Data Analytics and its Applications like Block Chain, IoT	

Reference Books & Articles	
Title	**Author/s**
A General Introduction to Data Analytics	João Moreira, Andre Carvalho, TomÃ¡s Horvath
Spreadsheet Modeling and Decision Analysis	Ragsdale Cliff

Semester 1: Legal -Ethical Environment & IPR Management

Semester	I		
Title of the Course	Legal -Ethical Environment & IPR Management		
Type of Course	Classroom Electives		
Credits	4	**Duration**	40 hrs.

Learning Objectives	
1	To understand importance of understanding legal framework of the country from the perspective of their own business
2	To locate various legal formalities students will need to complete in order to do their own business
3	To locate IPs created & understand commercial significance of the IPs

Pre-requisites if any	Orientation and finalizing the idea, USP & sector in which the business will belong
Connection with subjects in the current or future courses	Commercialization of Innovation, useful while making business plan and understanding future compliance requirements

Sr. No	Content	Activity	Course Outcome (CO)
1	Understanding the Legal Scenario in India and alternative dispute redressal system	Moot Court Activities	1. Students will be able to determine what kind of company registration is most appropriate for their idea 2. Students will identify if there is any IP in their idea and start registration procedure if any.
2	Understanding and comparing various types of business organizations in India - Sole Proprietorship, Partnership, LLP, Company	Identifying the business set up most suitable for your prototype	
3	Compliances required to set up each type of business organization	Identifying the legal requirements for setting up your organization	
4	Employment Laws and Labour Codes in India		
5	Ethics in Business Environment - Code of Conduct and Ethics in the Workplace	Discussions about ethics in business	

6	Understanding, Overview, and Identification of IPR -Patents, Trademarks, Copyrights, Geographical Indications, Industrial Designs, Trade Secrets	Identification of IPR in business prototypes / startups Determining the value of IPR Online IPR filing Defending IPR (if need arises) All activities shall be done in assistance with IPR Curating Cell	
7	Infringement of IPR		
8	Future Aspects of IPR		
9	Commercialization and Negotiation of Payment Terms		

Reference Books & Articles	
Title	**Author/s**
Business and Form of Organization	Dr. Shradha Sharma
Legal Aspects of Business	Ravinder Kumar
New Industrial and Labour Codes	Kharbanda and Kharbanda
Values and Ethics for Organizations	Chakraborty
Perspectives in Business Ethics	Hartman, Chatterjee
Fundamentals of IP for Engineers	K. Bansal and P. Bansal
Intellectual Property Rights - Unleashing the Knowledge Economy	Prabuddha Ganguli
Intellectual Property Law	P. Narayanan
Intellectual Property Law	W. Cornish
Commercial Exploitation of Intellectual Property	Hillary Pearson and Clifford Miller

Semester 1: Strategic Management

Semester	I		
Title of the Course	Strategic Management		
Type of Course	Classroom Electives		
Credits	4	**Duration**	40 hrs.

Learning Objectives	
1	To understand practical applicability of strategic management of the business
2	To develop capacity of self-assessment of business strategies

Pre-requisites if any	Idea/product finalization
Connection with subjects in the current or future courses	Helps in formulating marketing & HR strategies for the business

Sr. No	Content	Activity	Course Outcome (CO)
1)	Goals, Objectives, Mission & Vision Overview of Strategic Management Process, Types of Strategy at – 1. Corporate Level, Business Level Functional Level	Formulation of Goals & Objectives, Mission & Vision statement Discussing the application of Strategy at different stages of a business Pick latest business news and identify the type of Strategy being used.	Students will form and assess their business strategy
2)	Strategy Formulation: Environmental Scanning SWOC/SOAR & PESTLE Analysis 3. Scenario Analysis Strategy Planning for Marketing Mix-4Ps Strategy Planning for Market-Offensive & Defensive Strategies (Competitor Strategies)	Lecture & Discussion Case studies of Businesses Conduct SWOT/SOAR & PESTLE Analysis of two companies each from at least 10 different sectors	

3)	Strategy Implementation: Application of Strategies- VRIO Analysis, BCG Matrix, GE 9 Cell, Porter 5 Forces (adapted to 6/7/8 forces), 7S Framework, Balanced Scorecard Strategy Implementation at Project, Process, Structural, Behavioral & Functional Level.	1. Plot 5 companies from any 5 sectors on a BCG Matrix 2. Prepare a Balanced Score card for 4 companies based on industry data and conduct a comparative analysis 3. Management Games - https://huntsman.usu.edu/learntwice/classroom-exercises for concept strengthening activities.	
4)	Strategy Evaluation and control 1. Strategy Evaluation Techniques- Quantitative techniques of measurement - CLV, PERT, CPM, Ratios, ROI, Market share analysis, Competitor Analysis, etc. 2. Strategic Control mechanisms - Feedforward, Concurrent & Feedback	1. Select a real business scenario and conduct Gap Analysis. You may refer to https://creately.com/blog/examples/gap-analysis-templates-create/ for Gap Analysis templates. 2. Preparation of PERT Chart using Excel 3. Using the same business scenario, prepare a Corrective Action Plan.	
5)	Strategic Business Plan Elements: 1. Where is your business now? 2. Where do you want to take it? 3. What you need to do to get there?	Preparation of a Strategic Business Plan using the inputs from modules 1 to 4. Suggested reference : https://www.spmvv.ac.in/ecell/docs/business-models/1.pdf (To be modified to suit the current business of the learner)	
6)	Strategic Contingency Plan: Risk identification- Mind map & Flowchart Risk Impact Assessment - Risk impact and probability matrix 3. Contingency plan for each event - Contingency Plan Template 4. Review and Revise Contingency Plan -	1. Preparation of Mind map by visualizing all the possible contingencies a business can encounter. (Create a mind map of an existing company in the same sector as the learner's business) 2. Based on the inputs from the Mind Map prepare Contingency Plan. (Suggested templates: https://creately.com/blog/business/business-contingency-plan-templates/) 3. Online business Simulation games to recreate an actual business scenario and analyze predicted results.	

7)	Strategy for Startups: The Four Decisions - The Entrepreneurial Strategy Compass 1. Intellectual Property Strategy 2. Disruption Strategy 3. Value Chain Strategy 4. Architectural Strategy	Case studies and Business examples Role Playing Presentation of Strategic Business Plan prepared with inclusion of all the aspects studied so far (Evaluation of Strategic Business Plan by external reviewers recommended)	

Reference Books & Articles	
Title	**Author/s**
Competitive Strategy: Techniques for Analyzing Industries and Competitors	Michael E Porter
Strategic Management-an Indian Perspective: Best Strategic Planning & Implementation by Indian Firms	Dr. Sudhanshu Joshi, Ms. Manu Sharma, Dr. V.k. Singh
Business Strategy Formulation	Anthony Ulwick
Business Policy and Strategic Management	G.V. Satyasekhar
Business Strategy: Managing Uncertainty, Opportunity, and Enterprise	J.C. Spender
The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment	Robert Kaplan and David Norton
Kazmi Azhar, Business Policy & Strategic Management	Tata McGraw Hill
Business Policy, Strategy, Planning and Management	P.K. Ghosh
A Strategic Blended Model for Indian Management Education	Mukhopadhyay, Debarshi
Business Strategy: A Guide to Effective Decision-Making	Jeremy Kourdi
Strategic Risk Taking: A Framework for Risk Management	Aswath Damodaran
Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant	W. Chan Kim
Strategic Management	N. Chandrasekaran & Ananthanarayanan
Strategy for Start-ups, Harvard Business Review Case study - https://hbr.org/2018/05/strategy-for-start-ups	
Strategic Management - The Indian Context	Srinivasan R.

Semester 1: Technology Management

Semester	I		
Title of the Course	Technology Management		
Type of Course	Classroom Electives		
Credits	4	**Duration**	40 hrs.

Learning Objectives	
1	To sensitize students to various technology types, their uses, and implementations.
2	To understand techno-dependent environment, its importance and relevance in current times.

Pre-requisites if any	Students should have identified problem are/ unmet need they wish to tackle and/or have a business idea in mind.
Connection with subjects in the current or future courses	Commercialization of Innovation, Digital Data analytics & IT Project Management & Cyber Security & Digital Marketing

Sr No	Content	Activity	Course Outcome (CO)
1	Information technology for business.	Case study-based learning to understand technology used in businesses.	Students will understand techno-dependent environment and its relevance to their idea
2	Enterprise Applications.	Think through application used in Organizations.	
3	Software Engineering.	Learning methods and Software related Parameters.	
4	Business Intelligence and Analysis.	Using tools for Business Intelligence – Power BI	
5	Technology Forecasting.	Case study-based Learning.	
6	Technology Competition and Strategy.	Learning to Setting up strong Organization System to Promote Technology.	
7	Strategic Management of Technology.	Learning the methods to strengthen Management Systems.	
8	Technology – Creating and Innovation.	Formulating an Innovation Technology Solution.	

9	Real time Technological approach for decision making	Case study based understanding and live development of real time reporting and Dashboard creation	

Reference Books & Articles	
Title	**Author/s**
Technology – Creative and Innovation.	Anabella Mesquista.
Information Technology in Business: Principles, Practices, and Opportunities.	James A. Senn.
Raising Enterprise Applications: A Software Engineering Perspective.	Anubhav Pradhan.
Business Intelligence and Analytics: System for Decision Support.	Ramesh Sharda, Dusun Delen.
Technological Forecasting.	Joseph Martino.

Semester II (Applicable for 2021-22 Batch)

Foundation of Management and Entrepreneurship Track	
Codes	**Classroom Core**
IEV C201	Entrepreneurial Finance
IEV C202	Entrepreneurial Communication
Codes	**Classroom Electives**
IEV E201	Managing Human Resources of Business (Labour, Partners, Customers, Suppliers, Intermediaries)
	OR
IEV E202	Organizational Behavior

Rationale behind the subject mix – SEM II

After establishing PoC, third capstone project is done by the student and that is preparation of 'Basic Business Plan'.

Here student is expected to plan the entire business which includes team building, better analysis of consumer behavior, calculation of projected revenue, cost, profitability. Entrepreneurial finance will provide them basic finance knowledge and the advance level they will learn in the third semester. Entrepreneurial communication is going to be extension of entrepreneurial content creation and help them in building elevator pitch, vision, mission statements of the company or venture. Through electives of OB or HR they will get guidance on how to manage relationship between all stakeholders including labor. With well-prepared basic business plan, student will do internship with start-ups or businesses in the related field, which will give them real time experience of 'how things move in reality', which can be used further in fine-tuning the business plan in the third semester.

Post semester II, "Start-up Experiential Learning Track" begins where under *Action Learning Segment I* student will do internship with start-ups or businesses.

Semester 2: Entrepreneurial Finance

Semester	II		
Title of the Course	Entrepreneurial Finance		
Type of Course	Classroom Core		
Credits	2	**Duration**	20 hrs.

Learning Objectives	
1	To understand basic concepts of costing and budgeting
2	To be able to make better feasibility report of their own idea

Pre-requisites if any	Idea finalization
Connection with subjects in the current or future courses	Serves as a base for financial management and pricing, costing, and budgeting

Sr. No	Content	Activity	Course Outcome (CO)
1)	Classification of Cost	Conceptual lecture on Classification of cost, Direct cost, Indirect cost, Material, Labour, Overheads, Relevant & Irrelevant cost	Student will be able to make feasibility report of their idea
2)	Cost Sheet for Manufacturing & Service Industry	Building a cost for a product & service in the structured format.	
3)	Live Costing assignment for a product	Preparation of actual cost sheet for a product (Show the product & ask the learner to compute its estimated cost)	
4)	Concept of Marginal Costing	Concept of Marginal costing, Variable cost, Fixed cost, Contribution Margin, Profit Volume Ratio, Break Even Point & Margin of Safety.	
5)	Meaning of Budgeting & Forecasting	Understanding the concept of budgeting & forecasting in business	
6)	P&L, Balance Sheet, Cash flow, Net Present Value, Internal Rate of Return, Payback period	Understanding the concept of P&L, Balance Sheet, Cash flow, Net Present Value, Internal Rate of Return, Payback period	

7)	Pricing Methodology	How to price the product or service?	
8)	Sources of Funding	Basics on how to raise funds?	

Reference Books & Articles	
Title	**Author/s**
Cost Accounting	N.K. Prasad, Charles Hongreen
Saxsena & Vashisth, N.K. Prasad	
Financial Management	Khan & Jain
ICAI Publications	
Start Up & Fund raising	Prajakta Raut
Funding your start up	Dhruv Nath

Semester 2: Entrepreneurial Communication

Semester	II		
Title of the Course	Entrepreneurial Communication		
Type of Course	Classroom Core		
Credits	2	**Duration**	20hrs

Learning Objectives	
1	To understand need for and importance of communication for an entrepreneur
2	To strengthen communication capabilities of entrepreneurs & make them effective

Pre-requisites if any	Business idea finalization and creation of basic business plan
Connection with subjects in the current or future courses	Extension of Entrepreneurial Content creation; it will facilitate better content creation and enhance communication required to do business

Sr. No.	Content	Activity	Expected Outcome
1	Introduction- meaning-scope and importance	Lecture method+ discussion	Students will learn verbal and non-verbal communication strategies important for their business building.
2	Visualization and manifestation of company's ideology	Lecture method+ examples, case study+ activity	
3	Types and forms of communication	Lecture method+ discussion+ case study	
4	Verbal communication: importance + types + usage	Lecture method + case study+ activities	
5	How to build effective presentations	Lecture method + videos + activities	

6	Narration and storytelling as communication techniques	Lecture method + videos + activities	
7	Building elevator pitches	Lecture method + case study + activities	
8	Nonverbal communication: importance + types + usage	Lecture method + case study+ activities	
9	Soft skills and grooming for entrepreneurs	Lecture method + case study+ activities + videos	
10	Body language and business etiquettes	Lecture method + case study+ activities + videos	
11	Crisis management through effective communication strategy	Lecture method + case study + activities	

Reference Books & Articles	
Title	**Author/s**
The Secrets of Successful Communication: A Simple Guide to Effective Encounters in Business (Big Brain vs. Little Brain Communication)	Kevin T. McCarney
Start with Why	Simon Sinek
Professional Communication Skills	Aruna Koneru
Conversational Intelligence: How Great Leaders Build Trust and Get Extraordinary Results	Judith E. Glaser
The Presentation Secrets of Steve Jobs: How to Be Insanely Great in Front of Any Audience	Carmine Gallo
Nonverbal Communication: Science and Applications	
The Definitive Book of Body Language	Barbara Pease
Applied Crisis Communication and Crisis Management: Cases and Exercises	W. Coombs

Semester 2: Managing Human Resources of Business

Semester	II		
Title of the Course	Managing Human Resources of Business (Labour, Partners, Customers, Suppliers, Intermediaries)		
Type of Course	Classroom Electives		
Credits	4	**Duration**	40 hrs.

Learning Objectives	
1	To understand significance of managing Human Resource
2	To learn allocation of work according to relative strengths of team members

Pre-requisites if any	Idea finalization
Connection with subjects in the current or future courses	• Closely connected to Organizational Behaviour & communication. • It makes formation & building of teams easier. • It facilitates effective internal & external communication

Sr. No	**Content**	**Activity**	**Course Outcome (CO)**
1	Basic of HRM, HRM Functions& HR Structure, MIS	Evolution of HR functions / structures	Students will be able to identify human resource requirement with reference to their business idea.
2	Process of Recruitment. Techniques to use job portals	Creation of list of job portals with its subscription rate	
3	Competency mapping	Competency and individual goal setting	
4	Training Analysis and Evaluation	Difficulties in conduct of training during economic/ social crisis	
5	Salary processing	Components of salary and its statutory implications	

6	Basics of HR statutory role	Creating an Employee Manual	
7	Provident fund calculation, Professional tax calculation	Practical training on Calculation of PF	
8	Employee State Insurance Scheme, Gratuity Act Income Tax Act	Method of calculation and showcasing related software	
9	Organization Culture	Case study analysis	
10	Workplace behaviour	Case study analysis	
11	Strategic HRM	Case study analysis	

Reference Books & Articles	
Title	**Author/s**
Human Resource Management	Gary Dessler
Human Resource Management	Ashwathappa
The handbook of competency mapping by Seema Sanghi	
Compensation and Benefit design	Biswas
How to develop essential HR policies & procedures	John H. Mc Connell
Industrial Relations & Labour Laws	Arun Monappa
Labour Laws	A.M. Sarma
Achieving Excellence in Human Resource Management	Boudreau, Lawler
Strategic HRM	Tanuja Agarwala

Semester 2: Organizational Behaviour

Semester	II		
Title of the Course	Organizational Behaviour		
Type of Course	Classroom Electives		
Credits	4	**Duration**	40 hrs.

Learning Objectives	
1	To understand significance of Organizational Behaviour for an enterprise
2	To learn the effective methods of building teams

Pre-requisites if any	Idea finalization
Connection with subjects in the current or future courses	Closely linked to Strategic management Team building is essential for progress of start-up/business it helps determine success of any venture to a large extent

Sr. No.	Content	Activity	Expected Outcome
1	Introduction to OB including Foundation of OB and Relevance of OB for a successful Entrepreneur	Management Games, Discussions involving industry examples	Students will be able to build a good team with reference to their idea.
2	Assessment of Personality Traits for Increasing Self Awareness.	FIRO-B (Psychometric TOOL)	
3	Effect of Perception on Individual Decision-Making, Attitude and Behavior.	Video, Role Play, Quiz	
4	Difference between a group and a team, formation of team, types of teams, team roles and team norms	Survival at Sea Game and Group Discussion	
5	Conflict Management and Conflict Resolution	Management Game, Discussions involving industry examples	

6	Transactional Analysis and its effective utilization for teamwork	Exercise on TA	
7	Leadership, effective leadership styles and contemporary issues related to leadership	Video, Management Exercise, case Study	
8	Power and Politics	Movie	
9	Organizational Culture Managing Change	Case Study	
10	Defense Mechanism	Video, Group Discussion	
11	Case Studies on OB	Case Study	

Reference Books & Articles	
Title	**Author/s**
Organizational Behaviour	Steven L McShane, Mary Ann Von Glinow & Radha Sharma
Organizational Behaviour	K. Aswathappa
Organizational Behaviour	Udai Pareek
Organizational Behaviour	P. Subba Rao
CiteHR	

Semester III (Applicable for 2021-22 Batch)

Entrepreneurship Intensity Track (Immersion into Incubation Facility and Resource Access)	
Codes	**Classroom Core**
IEV C301	Financial Management, Funding Opportunities, Start- up Valuation & Regulatory compliances
IEV C302	Operation Management
IEV C303	Marketing Management
Codes	**Classroom Electives**
	MODULE 4 (Choose any 2 out of 3)
IEV E301	Pricing, Costing & Budgeting
IEV E302	IT Project Management & Cyber Security
IEV E303	Family run businesses & Succession Planning
	MODULE 5 (Choose any 2 out of 3)
IEV E304	Merger and Acquisition
IEV E305	Digital Marketing
IEV E306	Business Beyond Borders (International Business)

Rationale behind the subject mix – SEM III

In this semester fine-tuning of business plan is expected. Student is expected to 'learn' practical aspects of business during the internship period. With the experience, student will revisit the business plan and take it to advanced level. Student is expected to get better clarity about pricing, costing, budgeting, funding options available, how to prepare financial document, brand management and marketing. Know more about expansion or diversification of family run business, international business as per choice. In a way student is expected to be "ready" to launch the venture in semester IV.

Post semester III, "Start-up Establishment Track" begins with 'Action Learning Segment II', where student is expected to establish venture

Semester 3: Financial Management, Funding Opportunities, Start-up Valuation & Regulatory Compliances

Semester	**III**		
Title of the Course	Financial Management, Funding Opportunities, start-up valuation & Regulatory compliances		
Type of Course	Classroom Core		
Credits	4	**Duration**	40 hrs.

Learning Objectives	
1.	To make students aware of financial compliances required to start business and funding opportunities for start-ups
2.	To make students aware of financial models and project report

Pre-requisites if any	Basic business plan should be ready
Connection with subjects in the current or future courses	Closely linked to Entrepreneurial Finance

Sr. No	**Content**	**Activity**	**Course Outcome (CO)**
1	Introduction of Financial Models, Project Report etc. Its use	Case Study + Assignment	Students will be able to make a project report or pitch decks for funding agencies
2	Business Plan: What is a Business Plan. How to prepare a Business Plan for your Startup	Content + Case Study	
3	How to prepare a Financial Model, Assignment to prepare a Financial Model	Content + Case Study + Practical Assignment	
4	Introduction to Valuation, Various Types of Valuation Methods / Techniques	Content + Case Study	
5	How to Value your organization		
6	What are the Fund-raising Opportunities? How to raise	Content + Case Study	

	funds? How to evaluate the various options?		
7	Introduction to Various Law India	Content + Case Study	
8	LLP Act	Content + Case Study	
9	Companies Act	Content + Case Study	
10	Contract Act	Content + Case Study	
11	Income Tax	Content + Case Study	
12	GST	Content + Case Study	
13	How to manage the compliances of your start-up	Content + Case Study+ Practical Assignment	

Reference Books & Articles	
Title	**Author/s**
Financial Management	Khan & Jain
Cost Accounting	N.K. Prasad, Charles Hongreen
Magic Box Paradigm: A Framework for Startup Acquisitions	
New Approaches to SME and Entrepreneurship Financing: Broadening the Range of Instruments	OECD

Semester 3: Operation Management

Semester	III		
Title of the Course	Operation Management		
Type of Course	Classroom Core		
Credits	2	Duration	20 hrs.

Learning Objectives	
1	To understand significance of effective operation management for successful business venture
2	To create effective system of business operations

Pre-requisites if any	Basic business plan should be ready
Connection with subjects in the current or future courses	Costing & Revenue modelling It will be helpful to venture, to learn & establish The entire process of developing & post establishment status of their startup.

Sr. No	Content	Activity	Course Outcome (CO)
1	Introduction to Operations Management	Classroom session, Case studies	Students will be able to build a business operation model relevant to their idea.
2	Process Analysis	Classroom sessions, Role play	
3	Facility Location	Classroom session, Case studies, Field visit	
4	Facility layout	Classroom session, Case studies, Field visit	
5	Inventory Management	Classroom session, Case studies, Field visit	

6	Capacity planning & Job Sequencing	Classroom session, Case studies	
7	Work study	Classroom session, Case studies	

Reference Books & Articles	
Title	**Author/s**
Production & Operations Management	S. N. Chary
Operations Management and Control	Dr. Biswajit Banerjee
Industrial Engineering and Production Management	Martand Telsang
Production & Operations Management	S. N. Chary

Semester 3: Marketing Management

Semester	**III**		
Title of the Course	Marketing Management		
Type of Course	Classroom Core		
Credits	2	**Duration**	20 hrs.

Learning Objectives	
1.	To sensitize students regarding aspects of marketing and its relevance for entrepreneurs
2.	To sensitize students regarding consumer behaviour, types of marketing and its management and how it can be influenced

Pre-requisites if any	Basic business plan should be ready
Connection with subjects in the current or future courses	Closely connected to consumer behaviour and entrepreneurial content creation

Sr. No	**Content**	**Activity**	**Course Outcome (CO)**
1	Overview- Core concepts, Reasons for Marketing and Entrepreneurial Venture	Interactive Lectures, Group Discussions, Case Study Analysis, Audio-visuals, Research Paper pre-reads, Team Assignments	Students will be able to develop marketing strategies best suited to their business idea.
2	Understanding Consumer Behaviour: Factors affecting Consumer Behaviour, Buying Decision Process, Perception, Learning, Emotion, Memory, Post purchase Behaviour, Behavioral Decision Theory		
3	Marketing Segmentation & Consumer Targeting: Factors affecting segmentation, defining target audience		
4	Consumer Positioning: Drafting Positioning Statement		
5	Marketing Mix- Product: Product Life Cycle, Gap Analysis, Product and Service Quality, its uniqueness from the competitors		
6	Marketing Mix- Price: Consumer Psychology and Pricing Strategies		

7	Marketing Mix- Place: Distribution channels with special focus on E-Commerce		
8	Marketing Mix-Promotion: Promotion Tools, Omnichannel Marketing, Promotion of Entrepreneur in promotion of Business Venture, CSR, Ethics and Promotion		
9	Marketing Mix- People, Process and Physical Evidence: Role in Services Marketing		

Reference Books & Articles	
Title	**Author/s**
Marketing Management, Indian Cases, Global Perspective	Ramaswami Ramakumary
Principles of Marketing - A South Asian Perspective. (14th ed.).	Pearson
Marketing Management",	Saxena Rajan
Principles of Marketing	Kotler, Philip, and Armstrong, Graw

Semester 3: Pricing, Costing & Budgeting

Semester	III		
Title of the Course	Pricing, Costing & Budgeting		
Type of Course	Classroom Electives		
Credits	3	**Duration**	30 hrs.

Learning Objectives	
1	To calculate commercial feasibility of the project, make budget and decide pricing strategies
2	To make projected cost, revenue sheets

Pre-requisites if any	Basic business plan should be ready
Connection with subjects in the current or future courses	Closely linked to entrepreneurial finance. It helps build a solid fundable and ready to pitch business proposal.

Sr. No.	Content	Activity	Course Outcome (CO)
1	Classification of Cost	Conceptual lecture on Classification of cost, Direct cost, Indirect cost, Material, Labour, Overheads, Relevant & Irrelevant cost	Students will be able to make projected costs and revenue sheets for their business.
2	Cost Sheet for Manufacturing & Service Industry	Building a cost for a product & service in the structured format.	
3	Live Costing assignment for a product and service	Preparation of actual cost sheet for a product and service	
4	Concept of Marginal Costing and its application with specific reference to convert loss making business into profit making	Concept of Marginal costing, Meaning, relevance & application of Variable cost, Fixed cost, Contribution Margin, Profit Volume Ratio, Break Even Point & Margin of Safety.	

5	Cost Reduction techniques	Detailed case study discussion on How to reduce cost? Importance of cost reduction with respect to earning profit	
6	Budgeting & Forecasting including Rolling Forecast- Sales Projection, Production Planning, Procurement planning, Human resource planning	Concept of Budgeting & Forecasting, preparation of Revenue & Capital Budget for the specific business idea, Concept of Rolling forecast and its preparation based on actual market scenario.	
7	Cash flow Model with concepts like NPV, IRR, PayBack period	Preparation of Cash flow model using Net Present Value, Internal Rate of Return, PayBack period & discounting for the business idea	
8	Various Pricing approach: Cost Plus, Market Driven, MRP based, competitor analysis	Conceptual discussion on various pricing models, How to Price your product/service	
9	Income tax impact on Profit	Basic information about income tax and GST laws applicable to various businesses with specific reference to start ups	
10	Transfer pricing concept in case of international transactions	Introduction to Transfer pricing, Meaning of Arm's Length Price (ALP), Various methods of Transfer pricing like cost plus, Comparable Uncontrolled Price (CUP) method, Profit Split method	

Reference Books & Articles	
Title	**Author/s**
Cost Accounting	N.K. Prasad, Charles Hongreen
Saxsena & Vashisth, N.K. Prasad	
Financial Management	Khan & Jain

Semester 3: IT Project Management & Cyber Security

Semester	III		
Title of the Course	IT Project Management & Cyber Security		
Type of Course	Classroom Electives		
Credits	3	**Duration**	30 hrs.

Learning Objectives	
1	To understand significance of project management
2	To understand probable cyber threats and develop defense mechanism

Pre-requisites if any	Business plan should be ready
Connection with subjects in the current or future courses	Closely linked to Operations Management. It's essential for framing business strategies

Sr. No	Content	Activity	Course Outcome (CO)
1	Introduction to IT Project Management	What is a Project?	1. Students will learn methods of Project Management 2. Students understand types of cyber threats and effective cyber security solutions.
		Understanding the phases in the life cycle of projects and their significance	
		Understanding the differentiating characteristics of projects from conventional organizations	
		Understanding the objectives of the project and interdependence of cost on schedules	
		Evaluating the need for the use of project management tools	
2	Project Planning	Disintegrating the project into smaller tasks and work packages and creating the WBS.	
		Developing responsibility matrix based on WBS	
3	Project Work	Developing a network schedule for a project and estimating time for completion	

		Analyzing Project Network and determining project completion time using CPM	
		Estimating the probability of project completion in a specific time	
		Determining the extent by which non-critical activities can be delayed	
		Developing Gantt Charts to graphically depict the sequence of activities for Scheduling, Resource Allocation and Controlling phases of a project	
4	Project (Budgeting, Controlling, and Monitoring)	Planning and allocating resources basis forecast of resources	
		Monitoring both the cost and schedule of a project in financial terms	
5	Project Risk Management	Identifying potential risks in a project, categorizing of project risks, and defining the strategies for managing the project risks	
6	Introduction to Cyber Security	Meaning of Cyber Security, its significance	
7	Types of Cyber Threats	Types of attacks e.g., Hacking, Phishing, IP Masking, Malware, MITM, DoS, DDoS, Zero-day exploit, Business Email Compromise (BEC) and more	
8	Toolbox: Techniques for Cyber Security	Authentication	
		Access Control	
		Cryptography	
9	Management and Incidents	Security Planning	
		Business Continuity Planning	
		Handling Incidents	
		Risk Analysis	
		Dealing with Disaster	

Reference Books & Articles	
Title	**Author/s**
Project Management: The Managerial Process	Gray and Larson and Desai
Textbook of Project Management	V.E.Ramamoorth P.Gopalakrishnan
Cybersecurity for Beginners	Raef Meeuwisse
Fundamentals Of Cyber Security	Bhushan/Rathore/Jamshed

Semester 3: Family run businesses & Succession Planning

Semester	III		
Title of the Course	Family run businesses & Succession Planning		
Type of Course	Classroom Electives		
Credits	3	**Duration**	30 hrs.

Learning Objectives	
1	To sensitize students to nature, types and core principles of family run businesses
2	To give them tools and knowledge required to enter established family business or help them develop their own family business.

Pre-requisites if any	Either the student should already have an established family business which he/she wishes to expand, diversify, add to, or run as per status quo OR the student should have an idea which will be executed in partnership with family members as stakeholders in varied forms.
Connection with subjects in the current or future courses	Closely connected to socio-cultural environment of idea, human resource management.

Sr. No	Content	Activity	Course Outcome (CO)
1	The Nature, Importance and Uniqueness of Family Business and Great Family Business.	1) Active participation of students in case studies, group research, lectures, readings, videos, and discussions	Students will get different ideas of how to expand/diversify family business and develop business plan around it
2	Ownership of an Enterprise: Built to Last, Succession and Transfer of Power, Creating the Family Business Strategy, Financing the Family Business, Planning the Estate.	2) Completion of assignments given on the basis of the family business to which the students are attached with	
3	Key Non-Family Management, Governance, Communication & Conflict resolution, Gender and the Family Business, The Family Business and Real Estate, Entering the Family Business, The Future of Family Business		

Reference Books & Articles

Title	Author/s
Family Business in India: A National Asset that Needs to Professionalize	Raju Swamy
The 5 G's of Family Business	Walter Vieira and Mita Dixit

Semester 3: Mergers & Acquisitions

Semester	III		
Title of the Course	Mergers & Acquisitions		
Type of Course	Classroom Electives		
Credits	3	**Duration**	30 hrs.

Learning Objectives	
1	To introduce students to the core concept of mergers and acquisitions, its need, scope and relevance in current times.
2	To introduce students to landscape and various stakeholders in M & A process, assessing its timeline correctly, valuation techniques, compliances, process and risks involved.

Pre-requisites if any	Basic business model canvas should be ready
Connection with subjects in the current or future courses	Market research, Project management, strategic management, and entrepreneurial finance.

Sr. No	Content	Activity	Course Outcome (CO)
1	**The M&A Landscape:**	Case Study, Discussion & Assignment	Students will know various stakeholders in M & A process, assessing its timeline correctly, valuation techniques, compliances, process and risks involved.
a	Introduction and Overview of M&A		
b	Key Reasons for M&A		
c	The Players		
d	The Process		
e	Forms of Acquisition		
f	Common Terms in M&A		
2	**The Players in M&A**	Case Study, Discussion & Assignment	
a	The Buyers		
b	The Sellers		

c	The Advisors		
3	**M&A in SME, Startups**	Case Study, Discussion & Assignment	
a	Stages of Financing		
b	Common M&A Strategies used		
4	**Valuation Techniques**	Case Study, Discussion & Assignment	
a	Valuation Overview		
b	Early-Stage Valuation Methods		
c	Mid and growth stage valuation		
d	Exit Valuation		
e	Types of Instruments		
5	**How to Be M&A ready**	Case Study, Discussion & Assignment	
a	Buyers Preparation for the Deal		
b	Sellers Preparation for the Deal		
c	Business Plans		
6	**The Deal Process**	Case Study, Discussion & Assignment	
a	Stages in an M&A deal - Sell side		
b	Stages in an M&A deal - Buy side		

7	**Key Risks**	Case Study, Discussion & Assignment	
a	Key risks in M&A		
b	Key Mitigants to the risks		

Reference Books & Articles	
Title	**Author/s**
Mergers and Acquisitions Basics (Wiley)	MICHAEL E. S. FRANKEL LARRYH.FORMAN
How to Stick the Landing: The M&A Handbook for Startups	Rowland Savage
Magic Box Paradigm: A Framework for Startup Acquisitions	
Mergers & Acquisitions	A to Zndrew J. Shermanand Milledge A. Hart American Management Association
New Approaches to SME and Entrepreneurship Financing: Broadening the Range of Instruments	OECD

Semester 3: Digital Marketing

Semester	III		
Title of the Course	Digital Marketing		
Type of Course	Classroom Electives		
Credits	3	**Duration**	30 hrs.

Learning Objectives	
1	To sensitize students to need, importance and types of digital platforms and their relevance in modern day marketing
2	To help students understand various digital marketing strategies and customized requirements of varied types of business.

Pre-requisites if any	Business plan should be ready
Connection with subjects in the current or future courses	Closely connected to Marketing management & entrepreneurial content creation.

Sr.No	Content	Activity	Course Outcome (CO)
1	Introduction to SEO & How do Search Engines work?	Check Online Demo example of Website SERP results and Ranking Factors	Students will develop their own digital marketing plan with reference to their business idea and its needs.
2	Organic Search vs. Paid Search Results	Demonstrate Website example with Organic and Paid Search Result	
3	Keyword Research	Prepare Keyword document, find keywords, collect metrics and map keywords.	
4	On-Page Optimization	Prepare On-Page SEO Meta Tags Sheet for given Website Example	
5	Off-Page Optimization	Prepare Off-Page SEO Sheet for given Website Example	
6	Measurement with Google Analytics	Check given Demo Google Account to Analyze the Traffic Report	
7	Advanced SEO	Prepare Audit report and Tech report	

8	SEO tools	Create Account for following tools and start to explore it with the given website examples: Google toolset, keyword planner, SEM Rush, Ubersuggest, Google search console, etc.	
9	Introduction to SEM – Fundamentals & Case Studies	Check online demo example of Adword ranking factors and ad result	
10	Creation of Google Display Network	Create & Explore Google ad account for Targeting Options, its ad format, Gallery tools of Ad, Tracking conversions and Remarketing	
11	Bidding Strategy	Strategical preparations on How to increase Position on search and its bid for ad position, Quality Score and Bid Management.	
12	Mobile Ad Campaigns	Developing universal app campaign, planning mobile-specific and targeting strategies, Measuring performance of Mobile ads & conversions and optimization Strategies	
13	Shopping Campaigns – Introduction	Create Google Shopping Ad Campaign, Do Keyword Research, Prepare Campaign Set Up Plan, Budget Optimization Plan for bidding keyword	
14	YouTube Marketing – Introduction & Ad Formats	Create YouTube ad campaign, practice formatting YouTube ads, its campaign creation, analytics, and video campaign optimization Tips.	
15	Introduction to Websites & WordPress/Wix	Surfing a good website, understanding format & design, create a WordPress account, setting up themes, plugins, widgets, domain name URL and email	

16	Creating a new page	Create new page and give a suitable title and write body text, explore WordPress toolbar & more buttons, add content from word file, format it, preview and publish page.	
17	Images	Uploading images from the library, Inserting, deleting, customizing, and resizing images, adding Alternative text caption for featured images	
18	Introduction to social media	Create Social Media business page, explore ad preference, ad topics, data about your activity from partners and about ads	
19	Facebook Marketing	Create a Facebook page, create campaign and explore insights, business manager, ad campaign and ad targeting	
20	Influencer Marketing on Instagram	Find good Influencers on Instagram, understand their activity on Instagram	
21	LinkedIn as a Marketing Platform	Create a LinkedIn Account, Create and Explore Campaign	
22	Twitter	Create a Twitter account, create and explore campaign	
23	Pinterest Marketing & Creating a Successful Digital Marketing Strategy	Create a Pinterest account, create and explore campaign	
24	Social Media Marketing Tools	Create Account for following tools and start to explore it with the given website examples: Hootsuite, Buffer, TweetDeck, Sprout Social	
25	Introduction to Google Analytics & Understanding	Create & Explore Google ad account for Targeting Options, its ad format, Tracking conversions and Remarketing	
26	Google Analytics Interface	Explore Google Analytics Dashboard, Shortcuts, interface features and customizing dashboards	

27	Analyzing Google Analytics Reports	Preparing different marketing campaigns and understanding the customize reports, monitoring traffic behaviour and taking corrective actions if required.	
28	Introduction to Mobile Marketing	Exploring & discovering how marketers are harnessing mobile marketing today.	
29	Mobile Campaign Planning	Plan a WhatsApp marketing campaign	
30	Introduction To Inbound Marketing	Exploring the methods used by competitors to attract, engage, and delight people to grow a business.	
31	Introduction to Mailchimp for email marketing	Create an account in MailChimp and start creating branded mails	
32	Mailchimp Tools for email marketing	Start exploring the following tools with given website examples: Drag-and-Drop Builder, Content Studio, Real-time Analytics, Transactional email.	
33	What is Content Marketing	Explore tools required to build interactive content	

Reference Books & Articles	
Title	**Author/s**
Digital marketing for business 2021	Gregory Thorn Hill
Digital Marketing Strategy	Simon Kings North
Digital Marketing from fundamentals to future	SwamI Nathan T.N./ Karthik Kumar

Semester 3: Business Beyond Borders (International Business)

Semester	III		
Title of the Course	Business Beyond Borders (International Business)		
Type of Course	Classroom Electives		
Credits	3	**Duration**	30 hrs.

Learning Objectives	
1	To introduce students to concept and scope of international business and impress upon students the impact of local beliefs, cultures, and ideologies on business and how they are impacted and changed with multi-national engagement and globalization.
2	To impart different strategies of business set up and expansion across borders, management, procurement, disbursement patterns and their optimization with respect to global customers and changing trends and times.

Pre-requisites if any	Basic business model canvas should be ready.
Connection with subjects in the current or future courses	Socio- cultural trends, market research, marketing management, operations management, and strategic management.

Sr. No	Content	Activity	Course Outcome (CO)
1	<u>Introduction to International Business</u> - Objective, Meaning & Scope - Why should we study international business - Domestic Business v/s International Business - Reasons for International Business for the Corporates and Country - Modes of Entry and Operation	1. Lecture & Discussions 2. Case Study on any company and its mode of entry in international business	Students will be aware of different legal and compliance aspects of international business

2	PEST Factors and Impact on International Business - Risk Analysis - Decisions to overcome or managing risks	1. Lecture & Discussions 2. Case Study on two companies, one with favorable PESTEL factors for an international entry while the other having unfavorable factors	
3	Investment Management in International Business - Foreign Direct Investment - Offshore Banking - Foreign Exchange - Resource Mobilization through portfolio/GDR/ADR - Other options of funding in ventures	Lectures & Discussions	
4	Multinational Corporations & Globalization - Structure, system and operation - Stages of building Global companies and competitiveness - Global competitive advantages of India - Sectors and Industries	1. Lectures & Discussions 2. A case-study on the journey of a corporation from a local to a global company detailing the challenges involved and courses of action pursued.	
5	International Organizations and their role in international business - WTO - World Bank - ADB - IMF and others	Lectures & Discussions	
6	Regional Trade Agreements and Free Trade Agreements (RTA and FTA) - NAFTA - EU - ASEAN - COMESA - SAARC	Lectures & Discussions	

7	Trade Theories and relevance in International Business - Theory of Absolute Advantage - Theory of Comparative Advantage - Purchasing Power Parity Theory - Product Life Cycle Theory - Diamond Model of National Competitive Advantage	1. Lectures & Discussions 2. Focus will be discussing the applications of the trade theories in real-life businesses and economic scenarios	
8	International Logistics and Supply Chain - Concepts and Practice - Components of logistics and impact on trade	Lectures & Discussions	
9	International HR Strategies - Unique Characteristics of Global HR - HR – Challenges - Ethical Issues - Regulatory aspects of HR	Lectures & Discussions	
10	Project Work & Presentation	Project Work submission followed by a detailed presentation on the project work	

Reference Books & Articles	
Title	**Author/s**
International Business	Daniels & Radebough
International Business	Charles Hill
International Business	Dr. R. Chandran
International Business	P Subba Rao

List of Out-of-classroom Activities

LIST OF OUT-SIDE CLASS-ROOM COURSES/ACTIVITIES
Idea-competition
Prototyping workshop/ Use of 3-D printer
Basic website development
Excel workshop
Workshop on Financial Modelling
App Development
Patent filing
Workshop/ Lecture series on IT & IOT in business
Basic Entrepreneurship Development Programme
Business Plan competition
Data Analytics
AI-VR
Advanced Entrepreneurship Development Programme
Digital Marketing
Block-Chain Technology
Branding

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